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ABSTRACT

This manual is intended to assist child welfare and training professionals in working collaboratively to make employment and training opportunities available for adolescents served by the child welfare system. Discussed first are the child welfare system, the Job Training Partnership Act (JTPA), and the need for collaboration among professionals involved in each of them. The next section consists of seven chapters of strategies for collaboration and methods for providing access to employment and training for high-risk youth (recruitment techniques, funding sources, eligibility of child welfare youth under JTPA, and recommendations for statewide implementation). Section 3 contains 3 chapters on the background, programs, and youth profiles of the Job Opportunities for Youth (JOY) Project. (The JOY Project was a model demonstration program linking private industry councils, employment programs, child welfare agencies, and youth service providers in target sites in Connecticut and Massachusetts for the purpose of helping older adolescents prepare for independent living.) Appendixes to this manual contain 23 exhibits, including the results of an emergency shelter employment survey, lists of New England JTPA administrators and service delivery areas, project eligibility policies, program orientation packets and correspondence, a questionnaire covering the needs of youth, materials describing the policies and activities of the Montachusett Area Community Improvement Team Program, and information on the Targeted Jobs Tax Credit. Provided also is an addendum to the JOY project manual detailing the continuing work in each of three Massachusetts project sites and offering further recommendations for those considering replication. (MN)

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SERVING ADOLESCENTS IN THE CARE OF CHILD WELFARE AGENCIES THROUGH THE EMPLOYMENT AND JOB TRAINING PARTNERSHIP SYSTEMS

A Project Replication Manual for Child Welfare and Employment and Training Professionals

Presented by:
JOB OPPORTUNITIES FOR YOUTH
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September, 1985

CE 044 482

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Job Opportunities for Youth

October 1, 1984 to September 30, 1985

PROJECT HIGHLIGHTS

- Improved coordination between employment and training and child welfare agencies in three target sites:

  Lawrence/Haverhill, Massachusetts
  Gardner/Fitchburg, Massachusetts
  Rockville/Hartford, Connecticut

  This coordination resulted in:

  - 61 adolescents placed in jobs;
  - referral and recruitment processes developed for replication
  - eligibility of "foster children" under JTPA scrutinized and redefined in Massachusetts
  - identification and reporting of problems needing action at the state level

- Communicated the needs for employment opportunities for runaway youth, foster children, and youth in the child welfare system through:

  - presentations at six conferences and numerous meetings of child welfare professionals, and before the Youth Subcommittee of the Massachusetts State Job Training Coordinating Council
  - publication of "News Notes" and project announcement
  - articles in national and New England employment newsletters and Massachusetts child welfare newsletter
  - production of this manual
  - New England conference on September 27, 1985

- Provided technical assistance to runaway shelters, child welfare agencies and service delivery areas in New England and nationally.

Funded through Grant #90-CY-0377, through the Administration for Children, Youth and Families
September, 1985

SERVING ADOLESCENTS IN THE CARE OF CHILD WELFARE AGENCIES THROUGH THE EMPLOYMENT AND JOB TRAINING PARTNERSHIP SYSTEMS

A Manual for Child Welfare and
Employment and Training Professionals

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FOREWORD

The Job Opportunities for Youth Project began on October 1, 1984, to bring together employment and training and child welfare professionals to access employment opportunities for adolescents in foster, group and shelter care, and to determine if the Job Training Partnership System could serve these "at-risk" youth. Through the efforts of professionals in three separate target areas (Lawrence/Haverhill, MA; Gardner/Fitchburg, MA; and Rockville/Hartford, CT), 61 youth were placed in jobs, lasting relationships were developed between employment and training and youth service providers, and it was indeed found that the Job Training Partnership system can effectively serve adolescents in foster, group and shelter care.

It is hoped that this manual will give the reader the tools, knowledge and desire to work collaboratively to make employment and training opportunities available for adolescents served by the child welfare system, so that they will be better prepared for their future independent living.

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Introduction

The purpose of this manual is to provide decision makers and direct service providers at the local, state and national level with information needed to access employment and training opportunities for foster children, runaway youth and other 14-21 year olds served by the child welfare system. It is written for both child welfare and employment and training professionals to encourage collaborative efforts on behalf of these youth in preparation for future independent living and entrance into the labor force.

The goals of this manual are fourfold:

1. To improve collaborative efforts between Job Training Partnership Act (JTPA) and child welfare agencies;

2. To demonstrate to child welfare agencies and residential programs how to access employment opportunities for youth as part of their preparation for independent living;

3. To increase the knowledge and techniques of JTPA agencies and employment programs on how to serve foster children and runaway youth;

4. To present the Job Opportunities for Youth Project and findings.

This manual is meant to be used as a hands-on resource: it is hoped that it will be used extensively to encourage job placement for youth in your locality.

In order to accomplish these goals, this manual has been divided into four sections: Section I provides background information on the collaborating agencies and systems; Section II contains the nuts and bolts of "how to" collaborate, access and design programs; Section III details the Job Opportunities for Youth project; and Section IV contains exhibits and sample materials for replication. The chapters contained in each section are outlined below.

SECTION I: THE SYSTEMS AND THE NEED FOR COLLABORATION

This Section contains three chapters that lay the groundwork for understanding the actors and the roles of systems and agencies in this networking effort.

Chapter 1 provides national statistics and facts on youth in the child welfare system. It will provide the reader with answers to the question, "Why is it important to provide employment opportunities for this group of at-risk youth?"

Chapter 2 is designed for employment and training

professionals who are unfamiliar with the child welfare system. This chapter provides an overview of the child welfare system, including major goals, functions and services. It also defines the adolescent population serviced by these agencies, their special needs and characteristics.

Chapter 3 will familiarize child welfare professionals with the Job Training Partnership Act and system. It outlines key features of th Act, defines terms and reviews the administering system.

SECTION II: STRATEGIES FOR COLLABORATION, METHODS TO ACESSS EMPLOYMENT AND TRAINING FOR HIGH-RISK YOUTH AND PROJECT RECOMMENDATIONS

Section II contains seven chapters, which are "action-oriented", providing the "how tos" of establishing collaborative networks, accessing employment and training, and features of program planning. The information and recommendations contained in this section have been identified and compiled through the combined experiences of the Job Opportunities for Youth networks.

Chapter 4 outlines steps that can be taken on a state and local level to begin and sustain a collaborative working relationship between the two systems. It is based on the knowledge gained through the JOY Project on what works and what doesn't work in this collaboration.

Chapter 5 is for the agency worker seeking employment for a client on their caseload, where no collaborative network has been established. The how's and where's of contacting JTPA agencies and the application process are outlined in a step by step format.

Chapter 6 is designed for employment and training professionals and collaborative networks. This chapter provides recruitment strategies which will enhance intake and placement quotas.

Chapter 7 lists possible funding sources for employment and training of high-risk youth. Collaborative networks and agencies seeking additional funds for special programs and coordinator positions will benefit from the suggestions provided in this chapter.

Chapter 8 will be of interest to readers from both systems. It outlines the automatic eligibility of "foster children" under the JPTA system, and provides one state's interpretation of that eligibility. It also contains a form letter as a method of streamlining the eligibility process.

Chapter 9 lists recommendations for use by decision makers, primarily at the state level. The recommendations are based on the findings in three target sites that have extensive implications far beyond the local level.

Chapter 10 provides a brief summation of JOY's observations concerning the collaborative work beween JTPA and child welfare agencies.

SECTION III: THE JOB OPPORTUNITIES FOR YOUTH (JOY) PROJECT

The Job Opportunities for Youth Project is presented in this section of the manual, with details of the work in all three target sites and profiles of project youth. It can be used for project replication or to gain further insight into the findings presented in Sections I and II.

Chapter 11 contains an overview of the background goals and objectives of the JOY Project, steps taken in its implementation and some general observations on its accomplishments.

Chapter 12 details the process, the development of programs and the accomplishments of the three target sites (Gardner/Fitchburg, MA; Rockville/Hartford, CT; and Lawrence/Haverhill, MA), where this demonstration project took place. It provides useful resource material developed in these sites, which can be utilized elsewhere.

Chapter 13 contains statistical information on the 61 youth placed in employment and training programs in the three target sites. It also includes vignettes on some of the youth, their observations and comments by service providers on the progress these youth made as a result of their job placement.

SECTION IV: APPENDIX

Section IV contains exhibits used over the course of the JOY Project. The reader is free to use any of these sample materials for replication. A listing of exhibits can be found on page 3.

Section I

THE SYSTEMS AND THE NEED FOR COLLABORATION

Chapter 1 - The Need for Employment and Training for Youth in the Child Welfare System

Chapter 2 - Overview of the Child Welfare System and the Youth They Service

Chapter 3 - Overview of the Job Training Partnership Act (JTPA)

Chapter 1

The Need for Employment and Training for Youth in the Child Welfare System

The overall U.S. teenage unemployment rate (18.3 in June, 1985, Bureau of Labor Statistics) and the gap in unemployment rates by race (15.9% for White teens, 23.85% for Hispanic teens, and 38.1% for Black teens) speak to the need for training and employment for youth in general and minority youth in particular. But these statistics do not address the more acute need for such training for runaway youth and youth in the child welfare system of all races who have suffered emotional traumas and have less support services to enable them to attain employment placements. This chapter will outline four major reasons why employment and training programs are crucial for this "at risk" population. These are:

A. Employment is Known to Improve Self-Worth and Self-Esteem

B. Employment Can Prevent Entrance into Adult Systems

C. Youth Need Preparation for Their Independent Living

D. Runaway Youth, Foster Children and Youth Service Providers Have Identified Employment as a Major Need

A. Employment is Known to Improve Self Worth and Self Esteem (by Jeffrey Ehrenfeld, Department of Children and Youth Services, Rockville, Connecticut.)

"It is a well known fact that employment for youth and adults leads to better self-esteem and feelings of self worth. However, if you examine the reasons why most youth are involved with the child welfare system, you will find that most have been physically abused, sexually abused, neglected and/or exploited by many adults. With that goes feelings of degradation, shame, distrust, hopelessness and inadequacy, as well as low self esteem and self worth. In general, these youth may feel undeserving of a place in mainstream society.

"The youth that the Department of Children and Youth Services (DCYS) and other state child welfare programs handle are clearly 'handicapped with barriers to employment' due to the social and emotional trauma that has been inflicted upon them. Child welfare youth are moved so frequently that it usually precludes them from successful employment. Therefore, this population receives significantly less job experience than mainstream youth. To break the cycle of child welfare to adult welfare to unemployment, we need to put dollars into youth

training and employment. The eventual goal for all young people in society is employment and self suffiency."

B. Employment Can Prevent Entrance into Adult Systems (from the National Governor's Association, The Five Year Dilemma, 1985.)

"Continued high rates of youth unemployment will have serious economic and social consequences for the states and the nation. Youth unable to gain initial entry into the job market will lack the skills and experience necessary to preserve ecomonic growth in the face of a rapidly aging work force. Youth who cannot earn an adequate living will be increasingly dependent on public income support programs and/or generate longer term costs as a result of inadequate nutrition and deferred health care. Idleness and frustration can contribute to increased crime and unwanted teenage pregnancies.

The combined human and financial cost of extraordinarily high youth unemployment will be staggering. As a result, it is critical that states continue to respond to this problem in a timely and coordinated manner. While there are clearly costs associated with additional state activities, nothing suggested here costs as much as the $14,000 national average that it costs to keep a young person in jail for just one year."

Youth in foster care have a higher likelihood of entering the criminal justice system, if they are not provided with independent living and employment programs. For example, the Department of Youth Services (DYS)in Massachusetts, which services adjudicated delinquents in detention, estimates that 50% of the youth committed to their care have previously received services from the Department of Social Services, the state child welfare agency.

C. Youth Need Preparation for Their Independent Living (by Helen Stone, Child Welfare League of America.)

"Foster care agencies are increasingly being called upon to provide services to older children for whom the optimum plan is discharge from foster care to independent living status. For most adolescents, leaving home to be "on their own" means voluntarily giving up the security of the family and assuming responsibility for one's behavior, goals and relationships. In the traditional family, adolescents leave when emotionally and economically prepared to be independent. For adolescents in foster care, however, the process of leaving home is described as "exiting"---leaving the offical care or custody of a child care agency when the statutory age for release is reached---ready or not. Presently, most state policies dictate that youth who reach the age of 18 and are no longer in school must leave the foster care system and can no longer be supported by state child welfare funds. In fact, several states--Arizona, California, Colorado, Maryland, Nevada, Oregon and the District of Columbia--have recently changed their

laws to require that all youth must exit from foster care regardless of whether they are enrolled in school.

The discharge from care usually is done without a careful program of preparation for independent living. This is true despite the fact that while preparation for carrying out continuing life tasks is important for all adolescents, it is even more difficult for foster adolescents who do not have a family to fall back on. Five major life tasks in which foster children need special preparation are: making responsible decisions, preparing for future work, learning money managment and household maintenance, finding a place to live, and forming healthy personal relationships.

For foster youth, decision-making may be more difficult as they may have had a greater sense of failure about past decisions and they are more accustomed to having others make decisions for them--administrative agencies, parents, courts, foster parents, agency staff, etc. Many do not have a network of family or friends to call on for advice.

Foster teens have frequently had fewer opportunities to prepare for future work. Because of low self-esteem, being "different" in school and having problems and many changes in residence, their vocational and educational preparations and expectations may be confused or haphazard. Usually there is little community contact with business or professional people.

Added to adolescence, then, are the difficulties of growing up in foster care and the solitariness of living in an after-care situation following it.

Without focused efforts addressed to independent living, the enormous investment--both financial and personal--in the care of foster children to the point of discharge will be lost. With more focus and assistance during the final years in foster care, the dividend of productive young adults can also be enormous!"

D. Runaway Youth, Foster Children and Youth Service Providers Have Identified Employment as a Major Need

Over the past few years, national and local organizations have recognized the need to focus on employment programs for runaway youth and foster children. For example, the National Network of Runaway and Youth Services, in their 1984 Public Policy and Membership Resolutions, have resolved to promote "the development of...program approaches that respond to the problems of youth joblessness." The 1983 report by the Office of the Inspector General described the greatest unmet need of youth in most communities to be services for youth on the threshold of emanicipation but unprepared for independent living.

Part of the recognition of this need is based on input received from the youth themselves. For instance, in a 1983 study

of 400 youth and adults who had been discharge from foster care in New York City in 1975 (No One Ever Asked Us, Festinger, 1983), young adults were asked what they thought were the three most important areas in which agencies should help foster adolescents in preparation for independent living. Their rankings were: 1) job preparation/career counseling; 2) financial area/money management; 3) preparation on ways to get training and further schooling; 4) finding a place to live; 5) counseling on growing up--particularly on sexual matters; 6) marriage and parenting; 7) medical care coverage and availibility; and 8) household living tasks.

In this study, 52% of the young adults stated that they had received little or no preparation for discharge. They felt that the foster care system must do more to make children aware of the alternatives; that preparation for independent living should begin years before the final discharge date; and that such preparation should receive a high priority from agencies.

In a 1983 survey conducted by Bridge Over Troubled Waters, a runaway shelter in Boston, Massachusetts, 130 of 200, or 65% indicated that job training and job finding was their most "presenting need". This need **surpassed** shelter and a place to stay, which was rated as a "presenting need" by 121, or 60.5% of the youth. An April, 1985 Shelter Employment Survey conducted by JOY supports Bridge's findings. In that survey, 28 out of 32 Massachusetts and Connecticut shelters who responded indicated that their clients had expressed an interest in job training and employment. 87% of the responding shelters indicated that they saw a need for job readiness or work skills training among their clients. 81% saw the need for job placement. (see Exhibit I)

Chapter 2

Overview of the Child Welfare System and the Youth They Service

A. THE CHILD WELFARE SYSTEM

There is not one law that governs the child welfare system. In fact, it is difficult to call it a system because of the variety of components from state to state. In each state there is a substantial body of laws that govern the goals and mandatory services of the child welfare system, especially in matters of child abuse and neglect, termination of parental rights and adoption. Federal law P.L. 96-272, "The Adoption Assistance and Child Welfare Act of 1972", requires agencies to follow guidelines such as developing a case plan for each child, review that plan internally every six months, prevent removal of children from their homes, promote reunification of children with their parents, and submit cases for court review if a child has been in foster care for 18 months or more.

Five common features of the child welfare system are highlighted in this chapter.

1. The main goal of the child welfare agency is to protect children from abuse and neglect and to preserve family unity.

2. Child welfare agencies vary from state to state in structure, intake, services and philosophy.

In Massachusetts, the Department of Social Services was established in 1980 and assists 75,006 consumers on an average daily basis. Youth are referred to the Department of Social Services (DSS) as victims of serious abuse/neglect, through youth/families requesting voluntary services, and as court referrals through the "Child in Need of Services" judicial process. Services are administered from a central office to regional offices to smaller area offices. Each area office consists of three basic units: Intake and Investigation; Assessment and Treatment; and Homefinding. When a case is reported to the agency, it is screened "in" or "out". If it is a reportable condition, then the case is screened "in". A social worker makes contact with the family and an investigation takes place within seven days for non-emergency referrals, 24 hours for emergency. After the investigation, if abuse or neglect is suspected, the case leaves intake and goes to treatment. There is an assessment (35-45 days) on the problems of the family, and a decision on services. It is assigned to a social worker or case manager. Case managers carry a maximum caseload of 20 families, which can include up to 100 children (infants to 22 year olds).

3. Child welfare agencies offer a variety of services to families and youth in crisis. General services include:
   - o child protection
   - o foster care
   - o adoption
   - o guardianship
   - o counseling (family and individual)
   - o substitute care
   - o supportive services such as day care, homemaker help, babysitting, chore doing, camping, parent aides, and respite care
   - o services to pregnant and parenting teens
   - o juvenile correction
   - o mental health

   The length of service varies in each family. Many families are "crisis-ridden" and require numerous services. Some families stay in services for 3-6 months, others for generations.

4. The adolescents (age 12-22) involved with child welfare agencies present a variety of characteristics and special needs:

   - o mentally retarded
   - o mentally ill
   - o homeless street youth
   - o truant
   - o substance abuse
   - o suicidal
   - o sexually abused
   - o sexually abusive
   - o learning disabled
   - o psychotic
   - o eating disordered
   - o phobic
   - o physically abused
   - o physically abusive
   - o developmentally delayed
   - o character disordered
   - o fire setters
   - o pregnant
   - o parenting
   - o runaway
   - o chronic runaway
   - o pre-delinquent
   - o abandoned youth
   - o borderline personality

5. Due to the increasing number of adolescents on child welfare rolls and their unique needs, many agencies are beginning to see Adolescent Services as a priority. Traditional child welfare protective philosophy does not readily apply to this growing adolescent population.

   A shift in focus is suggested by the Adolescent Task Force in Massachusetts:

   "In general, many of the practiced and traditional approaches - intensive therapy sessions, traditional 'nuclear' foster families - are not effective with adolescents who are facing normal adolescent separation issues and/or experiencing failure and possible lack of support from their biological families. Non-traditional kinds of programming such as activity/recreation peer groups, tracking, day or residential programs with Outward Bound or Wilderness program components, mentor

type homes and 'hands-on vocational programs appear to influence adolescents positively and give them a sense of accomplishment and control over their lives."

Services to adolescents and their families require different interventions, treatments and programs from those used with younger children for these reasons:

- o Adolescents have more options and must be among the primary participants in the decision-making process.
- o Conflict between adolescents and parents is as much an issue as the individual problems each may have.
- o Because effective services to adolescents depend on their cooperation, most services to adolescents and their families is voluntary, even if court referred. DSS is limited in the amount of pressure it can apply to insure acceptance of services.

B. YOUTH SERVICED BY CHILD WELFARE AGENCIES

Child welfare agencies service a broad spectrum of special needs youth. A 1985 report of the National Network of Runaway and Youth Shelters, Inc., entitled "To Whom Do They Belong?" establishes the following definitions of the categories into which these youth fall. They point out that children generally fall into more than one category.

runaways:	children and youth who are away from home at least overnight without parental or caretaker permission.
homeless:	youth who have no parental, substitute foster or institutional home. Often, these youth have left or been urged to leave with the full knowledge or approval of legal guardians and have no alternative home.
systems kids:	youth who have been taken into the custody of the state due to confirmed child abuse and neglect, or other serious family problems. Often these children have been in a series of foster homes, have had few opportunities to develop lasting ties with any adult, are school dropouts, and have few independent living skills.
street kids:	long-term runaway or homeless youth who have become adept at fending for themselves "on the street", usually by illegal activities.
missing children:	can refer to any child whose whereabouts are unknown. It is most often used to refer to

children who are believed to have been abducted and victims of foul play and/or exploitation.

The report emphasizes that:

"There is no 'typical' runaway or homeless youth. They are most often youth between the ages of 12 and 18. The runaway population is comprised of male, female, White, Black, Hispanic, Asian, urban and rural youth from all socio-economic classes, from every state and congressional district in the nation.

Many of these children, however, are 'throwaways' -- young people who have been forced out of their homes by their families. Others have run away because they were physically or sexually abused or victims of extreme neglect. Providers believe that a high percentage of these youth run away because their families have become 'dysfunctional,' that is, the family has such economic, marital, alcohol abuse or mental health problems that there has been a total breakdown between the youths and families resulting in crisis situations. Finally, some of these youths are socially and emotionally troubled. They have experienced a series of other personal failures with their schools, the law, finding a job, drug and alcohol abuse and other adolescent situations. They see leaving as their way out."

According to the most recent statistics provided by the Dept. of Health and Human Services (Gershenson's Report), there are approximately 274,000 foster children in the U.S. today -- more than 50% are teenagers. Recent New England statistics from the six state child welfare agencies show that there are 29,040 foster children in their care. If national statistics prove correct, then almost 15,000 foster children in New England are teenagers. According to recent Massachusetts statistics this percentage is correct. In a 1984 report by the Adolescent Issues Task Force of the Mass. Dept. of Social Services (DSS), 52% or 4200 of DSS children in foster care and group care placements were adolescents.

Chapter 3

Overview of the Job Training Partnership Act

This chapter is designed to familiarize the lay reader with the nuts and bolts of the Job Training Partnership Act and the systems administering it. It outlines key features of the Act, defines terms and reviews the administering system. A complete copy of the Job Training Partnership Act (JTPA) is available from local Private Industry Councils (PIC). (A listing of New England PICs can be found in Exhibit II.) Parts of this chapter are reprinted from the Childrens' Defense Fund Job Training Partnership summary.

I. The Job Training Partnership System is funded by the federal government under Title 1 of the Job Training Partnership Act. It is administered by the Governor, thereby giving more controls at the state level. Funds are distributed by formula to appointed Service Delivery Areas (SDAs). These SDAs are geographical areas in the state, outlined by the Governor. They vary in size and number from state to state. The SDAs are generally based around government or commercial centers and service the adjacent rural communities. The Private Industry Councils (PICs) established in the local SDA, are composed of representatives from the community. The Chairman and the majority of the members must be business or industry representatives. Other members are selected from educational agencies, organized labor, vocational rehabilitation, community based organizations, economic development programs, state legislatures and public employment agencies. The Private Industry Council determines the procedures for the development of the job training plan in their SDA, selects vendors to provide services to the SDA, and oversees the implementation of JTPA programs.

Every state receiving federal JTPA funds must establish a State Job Training Coordinating Council (SJTCC). This state council is appointed by the Governor to assure objective management and to oversee the implementation of the Act in that state. The SJTCC plans, coordinates and monitors the provision of programs and services. The SJTCC operates out of the Executive Office of Economic Affairs in each state.

II. The Job Training Partnership Act was enacted in October, 1982 by the federal government to replace the failing CETA (Comprehensive Employment and Training Act). It seeks to "establish programs to prepare youth and unskilled adults for entry into the labor force and to afford job training to those economically disadvantaged individuals and other individuals facing serious barriers to employment who are in special need of such training to obtain productive employment." (Public Law 97-300, October 13, 1982, Section 2: Statement of Purpose). The Act is divided into

five titles or funding components:

Title I: The Job Training Partnership Act - Title I defines the administrative and programmatic requirements of the Act, including the establishment of Service Delivery Areas (SDAs), Private Industry Councils (PICs), State Job Training Coordinating Councils (SJTCC), performance standards and fiscal administration of the act.

Title II: Training Services for the Disadvantaged - Title II is divided into two parts: Title II-A, Adult and Youth Programs, and Title II-B, Summer Youth Employment and Training Programs. Title II allocates funds to create and implement job training programs for economically disadvantaged adults and youth.

"Economically disadvantaged is defined to include an individual on public assistance; an individual whose family income is not above the poverty level or 70% of the lower living standard income; receives food stamps; is a foster child; or is a low income handicapped adult."

Title III: Employment and Training Assistance for Dislocated Workers - Dislocated worker is defined as an individual who has been terminated or laid off and is eligible for or has exhausted unemployment insurance and is unlikely to return to previous employment; and the long term unemployed who have limited opportunities for employment or employment in the same or similar occupation.

Title IV: Federally Administered Programs - Establishes funding and requirements for federally administered activities including Job Corps, the National Commission for Employment Policy, employment and training programs for native Americans, migrants and seasonal farmworkers, and veterans, as well as labor market information and research.

Title V: Miscellaneous Provisions - Contains miscellaneous provisions and training related changes in other federal laws, including amendments to the Wagner-Peyser Act altering funding to state employment service agencies and requiring joint planning between the job training and employment service delivery systems. In addition, it amends the Social Security Act to effect coordination between the job training delivery system and the work incentive programs carried out by the state and local welfare agencies.

Certain aspects of the Job Training Partnership Act are of key importance to child welfare agencies:

o 40% of the Title II-A funds are to be spent on youth age 16 to 21.

o Training programs for youth under Title II-A include programs such as job search assistance, job counseling, remedial education and basic skills training, on the job training, institutional skills training, education-to-work transition, work experience, vocational exploration, attainment of high school equivalency diploma, pre-apprenticeship programs, and work skills programs.

o Monies are available for support services to enable individuals to participate in the training programs and to assist them in retaining employment. These support services may include transportation, needs based payments, health care, special services and materials for the handicapped, child care meals, temporary shelter and financial counseling. These services can be provided in-kind or through cash assistance for a period not to exceed six months following completion of training.

o Foster children are automatically eligible for services. The definition of foster child is open to interpretation by the states. The Massachusetts Office of Training and Employment Policy recently issued a modification of Policy Directive 84-15 (Eligibility for Participating in JTPA Programs) to broaden the definition of "foster child", "family" and "family income", thereby opening eligibility to all youth serviced by the child welfare agencies. See Chapter 8 for details.

o Individuals who do not meet the criteria of economically disadvantaged under Title II-A can be serviced under a "10% window". This window is defined by the local Private Industry Council and varies from SDA to SDA. This option is open to individuals such as high school dropouts, teenage parents, persons with limited English proficiency, Vietnam veterans or displaced homemakers.

o 30% of the Title II funds are allocated for non-training expenditures, including adminsitration and support services. A maximum of 15% can be spent on administration and the remainder goes to support services. 70% of the funds must go directly into training programs.

o Performance standards are built into the Act to evaluate the effectiveness of the SDA's efforts to train and successfully place participants in employment. JTPA funding for the SDA is contingent upon successful placement percentages. Performances standards for youth are as follows:

(1) attainment of recognized employment competencies which are set by the Private Industry Council; (2) completion of elementary, secondary or post secondary school or the equivalent thereof; (3) enrollment in other training programs or apprenticeships, or enlistment in the Armed Forces.

Performance standards have a dual effect on the employment system. Since funding is contingent on percentages of successful terminations, many SDAs are reluctant to service the more difficult populations such as at-risk youth. However, the law mandates services to these most difficult populations.

o The latest New England statistics for JTPA were reported by Robert Semlar of the Department of Labor at the Second Annual New England Institute on Employment and Training held in September, 1985.

It has been found that, through JTPA:

- 56% of the youth are successfully employed.
- The average wage for adults placed is $5.13, for youth, $4.80 (the national average for adults is $4.73, youth $4.46).
- The average length of particpation in a program is 18 weeks.
- The cost per placement is approximtely $3,487.

o The Job Training Partnership Act does focus, as its title states, on partnerships and collaborations of professionals at the state and local level to service those most in need of employment across our nation. The Act provides for communities to address their indigenous employment needs.

o The Act is continually being reviewed and evaluated. State administrators are receptive to feedback on the implementation of the Act in their area.

SECTION II

STRATEGIES FOR COLLABORATION, METHODS TO ACCESS EMPLOYMENT AND TRAINING FOR HIGH RISK YOUTH AND PROJECT RECOMMENDATIONS

Chapter 4	A Step by Step Process for Collaborative Work Between the Job Training Partnership and Child Welfare Systems
Chapter 5	A Step By Step Guide for Accessing JTPA Programs for Individual Youth
Chapter 6	Techniques for Recruitment of Child Welfare Youth into Employment and Training Programs
Chapter 7	Funding Sources for the Employment and Training of High Risk Youth
Chapter 8	Eligibility of Child Welfare Youth Under the JTPA
Chapter 9	Recommendations for Statewide Implementation
Chapter 10	Observations

Chapter 4

A Step-By-Step Process for Collaborative Work Between the Job Training Partnership and Child Welfare Systems

This chapter outlines the strategies and methods an employment or child welfare professional will need in initiating a network at the state and local levels.

> The key ingredient to successful collaboration is a focus on youth. Combine this with leadership, coordination, communication, flexibility and commitment, you have the essential ingredients to make a collaborative network successful.

I. Steps to Be Taken for Successful Collaboration By Child Welfare Agencies and Youth Service Providers

A. At the State Level

1. Select one key person to establish an ongoing link with the JTPA system (that person could be responsible for communication between your agency and the JTPA system). If possible, hire an employment coordinator for the state and/or regional or area coordinators.

2. Meet with the state administrator of the Job Training Partnership Administration in your state. The names of the New England administrators appear in Exhibit II.

3. Get on the JTPA mailing list so that you can keep abreast of new programs or funding sources. Get on the mailing lists of national employment organizations. Exhibit III lists national and regional organizations.

4. Inquire about membership of your agency on the statewide youth subcommittee of your state's State Job Training Coordinating Council (SJTCC). Massachusetts, for example, has a Youth Subcommittee to the SJTCC. Connecticut has a Subcommittee for Special Populations.

5. If there is no youth council, you may recommend the formation of one as you see the need.

6. Present the needs of your youth to this body, or at the regularly scheduled meetings of the Private Industry Council or Service Delivery Areas in your region. Having exact statistics is very useful.

7. Work to have your client population written into the "Governor's Coordination and Special Services Plan", which determines the major focus of funding for a two year period. Contact the SJTCC in your state for technical assistance on how to accomplish this task.

B. At the Local Level

1. Get the list of Service Delivery Areas and Private Industry Councils, as well as the towns they serve. Exhibit II contains New England listings. For other states, call your Governor's office to determine who is the state administrator of JTPA (it is often administered by the Department of Labor or Economic Affairs).

2. Determine what Service Delivery Area under JTPA services your region.

3. Establish a formal link with your local Private Industry Council and Service Delivery Area. The fact that social workers in your area periodically refer youth to employment programs does nothing to start the PIC's looking specifically at your group of high-risk youth.

4. To begin this formal link, the Director or Program Director in your area should contact the Director of the Private Industry Council or Service Delivery Area to arrange a meeting to discuss the needs of the youth you serve and to determine the JTPA programs in your area.

5. In preparation for this meeting,you will want to:

   a. Have a rough idea of the number of older adolescents (14-21) in your care, as well as some idea of their special needs. At a later date, you will need specific information on the youth. Exhibit IV contains a sample needs assessment form social workers can fill out on each child you want to be considered for employment services.

   b. Read the Job Training Partnership Act. In addition, the Children's Defense Fund in Washington, DC has a good summary.

   c. Read Chapter 3 in this manual to familiarize yourself with the Job Training Partnership Act.

6. At the first meeting with the Private Industry Council, you may wish to suggest that a network be formed to focus on the placement of these high-risk youth in employment and training programs. If you are a large agency with many older adolescents, you may wish to focus the work of the network only on the youth in your

care. If you are a small agency, you may wish to contact other youth service agencies to determine if they wish to participate. In this way, you may be able to show the need for a special or pilot project for the older youth in foster, group, and shelter care in your area. Establish the formal linkage by signing a Non Financial Memorandum of Agreement. (see Exhibit V).

7. For group care facilities and runaway shelters, you may wish to access funding from the Private Industry Council to conduct employment and training programs in the facility.

C. Be Aware That:

- The employment agency has performance standards they must meet, and may be wary that your client population may not be able to meet these standards. Advocate for your clients. Stress the importance of working together to remove those barriers.

II. STEPS TO BE TAKEN FOR SUCCESSFUL COLLABORATION BY EMPLOYMENT AND TRAINING AGENCIES

A. At the State Level

1. Select one key person to establish a link with the child welfare system and youth service providers.

2. Review eligibility requirements of JTPA for foster children. (Has your state defined "foster child" to coincide with the service population of the child welfare system?) Meet with the state child welfare agency. Can you jointly design a form letter for JTPA eligibility? (See Chapter 8)

3. Include these "at-risk" youth in the Governor's Coordination and Special Services Plan.

4. Present JTPA at meetings of regional child welfare directors or youth provider networks.

5. Look at funding possibilities for this special population.

6. Invite the child welfare agency to address the State Job Training Coordinating Council.

B. At the Local Level

1. Get a list of child welfare agencies, group homes and shelters in your area. See Exhibit VI for the New England list.

2. Include social service agencies on your mailing lists.

3. Determine the agency(s) that service your area and contact the Director of the program.

4. Establish a formal link with that agency by arranging a meeting to discuss the employment and training programs offered and how they might serve the youth.

5. In preparation for that meeting:

   a. Read chapters 1, 2, and 13 in this manual for a greater understanding of the needs of youth and agency services to them.

   b. Have a list of programs offered by your agency.

   c. Have a list of eligibility criteria for your SDA.

   d. Ask for local statistics on youth.

6. Consider the formation of a network to address this population. Consider funding a special program if your programs do not seem to meet the needs of the youth. Sign a Non-Financial Memorandum of Agreement to formalize the linkage. (see Exhibit V).

7. Include agencies in the planning process. Determine if you need a child welfare representative on your Private Industry Council board.

8. Once you have formulated an application and referral process for youth, establish a youth contact person for network youth at your agency.

C. Be Aware That:

- Youth service providers have not traditionally accessed the employment system. They may not see the need. Discuss the need for "preparation for independent living" and the mutual benefits to both parties.

- Agencies can be crisis-oriented and sometimes representatives cancel meetings at the last minute. Give them a few chances. Ask them directly if their absence reflects lack of interest.

- Agencies can provide certain support services. Define these services at network meetings.

III. Benefits in the Collaborative Process

There are many benefits to forming a network versus having

periodic meetings between a few individuals.

1. It focuses your joint efforts on a specific goal. For example, that goal could be placing 15 youth in jobs within a six month period, with additional youth to be involved at a later date. Or the goal could be establishing a formal referral and application system to the employment program for your youth.

2. It involves more participants than just the child welfare and PIC director. By involving more people, more ideas can be generated, and the commitment of each participant can be cemented.

3. It formalizes the process and keeps the momentum going. Entering into a non-financial agreement which outlines the roles and responsibilities can be valuable in solidifying the network and ensuring accountability.

IV. Topics to Raise in the Collaborative Process

Some of the topics which will need to be discussed in meetings are:

- Identification of youth who could benefit from JTPA programs and their characteristics.
- Identification of current training and employment programs offered through JTPA.
- Do the youth match this program? Are there enough current slots for them? Are minority youth being actively recruited?
- Do new programs need to be created?
- Are support systems available? What are they and who can provide them?
- What is the current application process for youth?
- Can that process be modified to meet the needs of youth who have suffered many rejections and experienced many failures? See descriptions of target sites in Section III for Project JOY's response to this issue.
- How can the application and eligibility process be streamlined?
- What pre-employability workshops are offered and can the network develop the content of or assist in running this workshop?

Chapter 5

A Step by Step Guide to Accessing JTPA Programs for Individual Youth

This chapter defines the process you will go through to access the Job Training Partnership Act (JTPA) for the individual adolescents you are working with. It assumes that you do not have a network formed or previous experience with referring your clients for employment through JTPA. It will review the general steps to take in contacting employment and training programs and the application to placement process.

I. FIVE STEPS TO EMPLOYMENT

STEP 1: Find out what Service Delivery Area (SDA) and Private Industry Council (PIC) oversee JTPA in your area. Exhibit II lists the SDA Directors and PIC Chairpersons in New England. If you are located outside, New England, your Governor's office will be able to direct you to the JTPA Administrator in your state.

It is important to note that the administration of JTPA can vary from state to state and from SDA to SDA. Some areas administer their programs from a central employment and training office, others fund various community based organizations (CBOs), which handle the application and placement process. For example, in Lawrence, Massachusetts, the Department of Training and Manpower Development handles all JTPA programs. All intake, assessment and placement are conducted and monitored from their central office. In Hartford, Connecticut, the PIC funds a number of small community based organizations to run specialized programs for a given population (i.e. pregnant teens, minority youth). These CBOs handle intake, assessment and placement for clients who come to them directly. If your area does not have a centralized agency, ask the PIC for a listing of funded programs and their description.

STEP 2: Contact the Director of your local SDA for a description of youth programs available. Most SDAs have written brochures or orientation packets outlining youth programs offered in a given year. These brochures are very helpful in giving you and your client an idea of what training and employment opportunities are available. Programs are added and revised on a yearly basis. Do not be discouraged if there are no programs to fit your client's needs; assessments are provided through the employment offices, which can often identify unexpected opportunities. SDA's also provide non-JTPA programs which your client may be interested in.

All JTPA programs must have an educational or job training component. A typical listing of program categories are as follows:

1. Employability Assessment and Testing Services provided under this activity include intake assessment, JTPA eligibility determination, indepth employability assessment, job development and placement.

2. Occupational Skills Training Classroom and hands on training in high demand occupations designed to provide applicants with information and technical skills required to perform a job or a group of jobs. Courses range in length from three weeks to twenty-six weeks.

3. On the Job Training(OJT) Starts applicants on upwardly mobile careers suited to their interests and aptitudes. Participants are placed in fulltime, full pay occupational skill training positions with private employers. Successful completion of the program is expected to result in a permanent position with the employer.

4. Remedial Education Classroom training and/or ancillary employment and training services which shall be designed to provide economically disadvantaged individuals for an extended period of time with remedial education, ESL, and occupational information. The program will prepare the trainee to enter into an occupational skills program, OTJ slot or to enter employment. These programs include basic education, ESL and occupation specific basic education.

5. School to Work Transition This activity consists of two components, the in-school and the out-of-school component.

a. In School Component: Provides economically disadvantaged high school seniors who do not plan to attend post-secondary education with employment and training services that will help to lead to a good job. Services include: vocational counseling, job development and placement, remedial education, vocational exploration and tryout employment.

b. Out of School Component: Provides tryout employment and simultaneous job remedial education to economically disadvantaged youth who have not been enrolled in school for a period of at least sixty days.

6. Job Development and Placement Will help youth find a job in a field for which they are qualified. Provides youth with job referrals, job seeking skills workshops

and company information to assist youth in job search.

7. Summer Youth Employment Program (SYEP) Provides work experience, vocational exploration and classroom training programs during summer vacation. Minimum wages are paid and job counseling is provided.

(Training Activities, Orientation Packet, Department of Training and Manpower Development, 237 Essex Street, Lawrence, Massachusetts)

Most JPTA programs run in cycles. Regular programs can run in defined instructional periods or as open entry/open exit from September to June. Summer Youth Employment Programs generally begin accepting applications in April, with placement for 6-8 weeks in July and August.

STEP 3: You are now ready to begin the eligibility and application process.

A. Eligibility

When employment and training offices meet your client, they will be most interested in whether s/he is eligible for their services. Since the Job Training Partnership Act is funded by the federal government and is designed to serve disadvantaged and dislocated workers, eligibility verification is crucial **before** any services can be offered.

The following information must be verified before any youth can be serviced under the Job Training Partnership Act:

1. Proof of age and citizenship - a birth certificate or immigration card fulfills this requirement.

2. Proof of address - this can be a document or bill with the youth's name and address on it.

3. Proof of income - this can be pay stubs over 6 months documenting family income.

4. Social Security Number

5. Proof of registration for Selective Service (men 18 and over)

6. Applicants under 18 must have signature of parent or guardian on application.

In the course of the JOY project, we found that these verifications, although available, were often difficult and time consuming to collect in light of the nature of the

family system in crisis and out-of-town placements. As a result of network efforts in Lawrence, Massachusetts, a form letter was drawn up to streamline the process and allow all youth served by state welfare agencies to be automatically eligible. The form letter will satisfy Item 1: Proof of age and citizenship; Item 2: Proof of Address; and Item 3: Proof of income. It should be reproduced on official letterhead. The Commonwealth of Massachusetts has initiated policy changes that recognize this form letter and allow all youth served by the Department of Social Services to be automatically eligible for JTPA programs. You will need to check with your local SDA to establish what procedures are acceptable in your area. (see Chapter 8 - Eligibility of Child Welfare Youth Under JTPA for details on the use of the form letter and an exhibit of the form.)

Establishing eligibility can be a very frustrating task for your client. We suggest the social worker help gather the necessary documentation.

Verification Needed With Form Letter	Verification Needed Without Form Letter
1. Form letter	1. Proof of Age; Citizenship
2. Social Security Number	2. Proof of Address
3. Proof of Registration for Selective Service	3. Proof of Income
4. Signature of Parent or Guardian (under 18)	4. Social Security #
	5. Proof of Registration for Selective Service
	6. Signature of Parent or Guardian (under 18)

B. Application Process

Applications are generally different for summer programs and regular programs. Applications can be complicated and it may be useful to take ten minutes to help the youth fill it out. Applications are available at the local employment and training agency.

An appointment is not needed to hand in the completed application and verifying documents. Applications are received in the Intake Department of your local employment and training office or at the community based organization's main office. This meeting will take about ten to fifteen minutes (allow waiting time). Your paperwork will be reviewed and deemed complete or incomplete. If it is incomplete, you will need to return with the missing information. If it is complete, your application will be processed and assigned a second Assessment Meeting or a direct Program Referral. Your client may receive a follow up

appointment immediately, or be notified by mail or phone.

It takes four weeks to process the application. Prepare your client for a waiting period before placement. Do not hesitate to call the intake office if you do not hear within four weeks; this may even help move things along. It is also helpful to get the name of a contact person in the Intake Department to call with follow up questions.

STEP 4: The time between application and placement is a difficult waiting period for the youth, who is anxious about the process and ready to have concrete results. We found the encouragement of social workers to be very beneficial during this period.

Youth who apply for a summer youth employment program may need a medical check-up before their job placement.

STEP 5: Once the youth has been referred to a program, s/he will probably meet with the program instructors to discuss details of the program and expectations. There may also be pre-employment skills workshops that the youth will be required to attend before placement.

When the youth is placed, depending on individual circumstances, it ishelpful to talk withthe youth and/or employer about the job in order to lend support.

II. Expectations of Employment and Training Offices for the Youth They Serve

- They expect that the youth wants a job and/or job training.
- They rely on youth to meet their appointments and follow up on job placement referrals. Due to office staffing and demand, little follow-up is provided for youth who do not complete the process. Some offices send out letters to youth to notify them of their delinquent status. As a social worker, you can help by encouraging your client to make appointments or set up transportation options.
- They do not expect youth to come to them with wide knowledge and training in job getting and keeping skills. They are a training facility and their programs are designed to instruct and train clients in the world of work and vocational preparation.

III. Expectations of Employers

Many studies have been conducted to define the expectations of employers in hiring youth. Six key factors are noted in John Bishop's "Preparing Youth for Employment" (National Center for Research in Vocational Education, Ohio State University, 1960 Kenny Road, Columbus, OH 43210) They are as follows:

1. positive attitude
2. general appearance
3. motivation to work
4. completing job application neatly and thoroughly
5. communication skills
6. language literacy

Because disadvantaged youth seem to be lacking these attitudes, employment and training programs are beginning to address these issues in their training.

Chapter 6

Techniques for Recruitment of Youth Into Employment and Training Programs

This chapter is designed for employment and training professionals and collaborative networks to provide recruitment strategies which will enhance their intake and possibly placement quotas.

The Job Training Partnership Act requires Service Delivery Areas to allocate 40% of their Title IIA funds to youth. Meeting this objective has not been easy for most SDA's. At the same time child welfare agencies are experiencing an increase in their adolescent caseload, with additional service needs for permanency planning, independent living and employment. A collaborative effort between these two agencies is a perfect match. Employment and training can provide child welfare agencies services of job training and placement; child welfare agencies have a ready pool of older adolescents to meet the SDA's 40% quota. Collaboration enhances the work of both agencies!

The Job Opportunities for Youth project has identified ten strategies to recruit youth into employment and training programs:

1. Examine methods to streamline the application process.

   a. Provide the applicant with a simplified checklist of application procedures and necessary documentation. When an application is handed in to Intake, review the checklist with the youth and identify any missing documents. Write down all missing documents for the youth to take with them.

   b. Youth in the care of state child welfare agencies may be automatically eligible for JTPA programs. A standardized form letter on agency letterhead will satisfy the need for extensive income and eligibility documentation. See Chapter 8 - Eligibility of Child Welfare Youth Under JTPA for specifics on eligibility and the use of a form letter.

   c. When the application is complete and moving through the assignment process, send notification to the youth and the caseworker concerning the status of the application and any procedures coming up. This is crucial in retaining interest and involvement of the youth and encouraging support from the caseworker.

2. Set up bi-monthly application intake sessions at the child welfare agency for the youth.

   These regular open intake meetings at the child welfare

agency have a threefold result: (1) they expose social workers to your agency - personnel, programs, process - and give your agency a high profile among child welfare workers; (2) this interaction often generates more referrals from social workers as they will more readily write employment into their service plans knowing that a system is available; and (3) the familiarity and comfort of the agency helps reduce anxiety and stress for these teenagers. Often the social worker will accompany the youth to the intake session.

3. In conducting intake sessions and assessment meetings, avoid the herding tendency.

   Keep the session as personal and supportive of the client as possible. This population is very familiar with and leary of "systems", they are fearful of failure and easily stressed. A positive experience at the initial meeting greatly enhances the youth's continuing with the program.

4. Visit the applicant's home or school.

   Visits are helpful in compiling all the documentation necessary to establish eligibility.

5. Establish a coded system to tag applicants referred from child welfare agencies.

   Coding helps monitoring success, following up placements and identifies a contact person.

6. Contact caseworkers to compile necessary documentation and to follow up on intake and placement.

   Caseworkers meet regularly with their clients. Their support and encouragement can help keep the youth motivated.

7. Create a position of Youth Coordinator within the SDA or employment and training agency.

   This coordinator will monitor and facilitate the recruitment of adolescents. This individual can act as a key contact person between agencies and for the client.

8. Establish a contact person in both the employment and training office and the child welfare agency.

   This person should understand both systems and be able to handle problems that arise, questions of the caseworkers and clients, identify progress of applications and relay information on placement outcomes.

9. Conduct yearly luncheon get-togethers between JTPA frontline and intake staff, and frontline child welfare staff.

Use this meeting as a forum to describe upcoming programs and procedures, sensitize both groups to the workings of each agency, train staff, and encourage a mutual "working together" atmosphere. Exhibit VII contains a sample agenda used in Lawrence, Massachusetts.

10. Consider networking to hire a local or statewide employment liaison/coordinator

This coordinator can act as the bridge between the systems and agencies to advocate for the adolescent and monitor programs.

Details of how these strategies have worked in the target sites is provided in Chapter 12 - Programs and Accomplishments in Three Target Sites. Job Opportunities for Youth recognizes that some of these strategies require additional staff and/or funds, but believes that the eventual benefit to all agencies involved, and ultimately to the youth, is worth the investment.

Chapter 7

Funding Sources for the Employment and Training of High Risk Youth

Local Private Industry Councils and Service Delivery Areas are the key players in providing employment and training programs for youth at the local level. Child welfare agencies and residential programs can use these offices to access direct employment and training services, collaborate to develop new programs, or negotiate special funding to their agency to establish special employment programs for their population.

In seeking funding for special collaborative positions, such as local or statewide employment coordinators, or for demonstration projects, four key funding sources have been identified:

1. 8% Funds

Among the categories of service activities established under the Job Training Partnership Act is the development of training programs designed to enhance the level of coordination between education and job training systems. Section 123 of the Act authorizes the Governor to fund programs that support cooperative agreements between education and job training agencies at the state and local levels. In order to provide the resources needed for these efforts, JTPA reserves 8% of each state's total allocation under the Act for the funding of Section 123 programs. For this reason, activities operated under Section 123 are referred to as 8% programs.

Each state has different procedures to distribute these funds. Generally, the primary means chosen for distribution of 8% funds is a Request for Proposal (RFP) submitted to the Executive Office of Economic Affairs (Connecticut administers 8% funds through the Department of Education). In addition to RFP bids, special pilot projects or initiatives can also be funded. Any unspent funds are commuted to the State Job Training Coordinating Council (SJTCC) to designate monies according to Section 121's ten JTPA mandates. A network of Private Industry Councils, Service Delivery Areas and child welfare agencies could seek to access these funds.

2. Wagner-Peyser Dollars

Section V of the Job Training Partnership Act contains an amendment to the Wagner-Peyser Act. Section V, 7B describes the use of 10% funds in the Act which allows use of funds for "services to groups with special needs". Use of the funds must be coordinated with the state employment administration, generally

the Department of Labor. These funds are called "set aside funds" to the Governor.

Use of these monies usually passes to the local level, and the money is usually allocated according to the goals set out in the State Job Training Coordinating Council's "Coordination and Special Services Paper". The first step for an agency to take in accessing these funds may be to work with the SJTCC to identify the homeless, runaway and foster youth as a targeted special needs group within the goal statements.

In seeking a statewide coordinator, other avenues may be to contact the Department of Labor (DOL) in your state to request that the DOL develop a special position to coordinate work with the child welfare agencies.

3. Carl D. Perkins Vocational Education Act ($7.5 million)

Signed into law on October 19, 1984, the Carl D. Perkins Act is the first change in federal vocational education policy since 1976. The funds authorized by the new Act represent only a small portion of the cost of providing vocational education, because most of the expenses (over 90%) are covered by state and local revenues. The Perkins Act is designed to achieve federal objectives through "leveraging" state and local dollars and through influencing local schools. Historically, the impact of federal dollars has been far greater than the financial investment, and national priorities are established through leadership and relatively small incentives.

The Act requires that vocational education and JTPA programs be coordinated. Part A of Title II (JTPA) sets up six special population groups for services:

- handicapped
- disadvantaged individuals
- adults in need of training or retraining
- single parents and homemakers
- criminal offenders in correctional facilities
- individuals in programs to eliminate sex bias

The State Department of Education, Executive Office of Economic Affairs, or the State Job Training Coordinating Council (SJTCC) can provide state specific information on how to access Carl D. Perkins dollars.

4. Legislative Action

A child welfare agency can request funding for an employment coordinator through the legislative process. This process can be time consuming, but would assure long-term funding for statewide program initiatives. It is best to identify a state representative with a special interest in youth and social welfare issues in pursuing this option.

Chapter 8

Eligibility of Child Welfare Youth Under the Job Training Partnership Act

In working with child welfare agencies in Massachusetts and Connecticut, Job Opportunites for Youth has found that eligibility criteria outlined by JTPA is inconsistent in its grass-roots application to disadvantaged youth. This chapter will examine the JTPA eligibility of foster children and youth in the care of child welfare agencies, and provide new interpretations for their eligibility.

ISSUE 1: The Job Training Partnership Act is designed to service the "economically disadvantaged". Section 4 (8) of the Act states:

> "(8) the term "economically disadvantaged" means an individual who (A) receives, or is a member of a family which receives, cash welfare payments under a Federal, State,or local welfare program, (B) has, or is a member of a family which has received a total family income for the six-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, and welfare payments) which in relation to family size, was not in excess of the higher of (i) the poverty level determined in accordance with criteria established by the Director of the Office of Management and Budget, or (ii) 70 percent of the lower living standard income level; (C) is receiving food stamps pursuant to the Food Stamp Act of 1977; (D) is a foster child on behalf of whom State or local government payments are made; or (E) in cases permitted by regulations of the Secretary, is an adult handicapped individual whose own income meets the requirements of clause (A) or (B), but who is a member of a family whose income does not meet such requirements."

Section 4 (8) (D) (underlined) pertains to the population we are addressing in this text.

ISSUE 2: Child welfare agencies work with clients under a variety of circumstances, which include:

1. Children in legal custody placed in foster

care;

2. Children in legal custody placed at home or with relatives;
3. Chldren needing voluntary services;
4. Children referred for protective care by the courts;
5. Child In Need of Services (CHINS) in Massachusetts;
6. Teenage parents of infant children in custody or care;
7. Teenagers placed in group homes or independent living agencies.

Each state has different guidelines for providing services to clients, however, it is clear that generally not all youth receiving services are specifically designated as "foster children".

HENCE: A difficulty arises in networking to service youth in the care of child welfare agencies. Each youth presents a diverse set of circumstances and receives a variety of social services which may range from counseling to out-of-home placement.

The question arises: Can teenagers receiving diverse services from state child welfare agencies be automatically eligible for JTPA programs, under Section 4 (8)(D) as "foster children" receiving payments from the state? How is "foster child" defined? Each state establishes policy directives on interpretive issues such as this one.

The Lawrence/Haverhill site, described in Chapter 12, began to struggle with this issue and contacted the Massachusetts Executive Office of Economic Affairs, Office of Training and Employment Policy. As a result, a new statewide policy directive was drafted to define the status of "economically disadvantaged - foster children". Exhibit VIII contains the draft of the new Massachusetts policy. In the policy (page 6, Attachment B), the definition of economically disadvantaged-foster child includes any youth who is:

"i. committed to the Department of Youth Services (DYS) and is in detention, a group home, foster care, a family home, or own home;

ii. detained and awaiting adjudication;

iii. in the legal custody of the Department of Social Services (DSS) through a court order; or

iv. in the care of the Department of Social Services through a Voluntary Placement Agreement.

Only the DYS or DSS status of these youth should be verified to determine whether the youth is economically disadvantaged. Family income is irrelevant."

This directive allows all youth served by the state agencies in Massachusetts automatic eligibility into JTPA programs.

The Commonwealth of Massachusetts has drawn up a form letter for use by child welfare agencies and employment and training professionals to streamline the application process. A copy of the form letter for duplication is found in Exhibit IX. The form letter should be duplicated on agency letterhead.

The ramifications of this policy are threefold:

1. Interagency collaborative efforts to serve this population are enhanced by providing equal and streamlined access to JTPA programs for all clients.

2. The burden on caseworkers to provide extensive legal documentation for eligibility will be circumvented with the form letter enhancing the employment and job training component of a case plan, thus making it more efficient and available.

3. It lessens the teenagers' anxiety and resistance to entering another bureaucratic system.

Chapter 9

Recommendations for Statewide Implementation

Over the course of this year, Job Opportunities for Youth has identified issues which have statewide implications. These are issues we found most often confront local employment and/or child welfare offices when servicing youth in foster, shelter and group care. These issues must be addressed at the state level to facilitate effective delivery of services.

There are no simple solutions to these issues. They raise a number of questions on how to best serve this client population. Most of these issues surfaced directly from situations the project youth encountered over the course of the past year. We found it very beneficial to have the dual focus of (1) placement of youth via the networks and (2) assessment of the placements by the collaborative networks to address problems as they arose.

We have listed recommendations concerning these issues in four categories: 1. Statewide Recommendations in Child Welfare Agencies; 2. Statewide Recommendations for Employment and Training Agencies; 3. Statewide Recommendations for both Child Welfare and Employment and Training Agencies; and 4. Other Statewide Recommendations.

1. Statewide Recommendations for Child Welfare Agencies

- Incorporate preparation for independent living and employment as part of your case plan for all adolescents in the care of the agency.
- Define the social workers' role in the employment and training process.
- Keep statistics on clients age 14-21 to interface with JTPA offices.
- Have birth certificates and social security numbers available for each client.
- Establish and fund statewide and/or local employment coordinators between JTPA and child welfare to develop, monitor and advocate for employment programs.
- Train social workers on the employment system and the role it can play in preventive intervention for the family system. Lack of employment causes stress. For example, it is likely that a correlation can be found between layoffs in an area and increases in abuse and neglect.
- Have a state child welfare representative on the State

Job Training Coordinating Council (SJTCC).

2. Statewide Recommendations for Employment and Training Agencies

- Establish automatic JTPA eligibility for youth in the child welfare agencies. This can be done through a form letter meeting JTPA requirements. The definition of "foster child" will differ in each state, therefore, clarification on the state level is vital.(See Chapter 8 for details on eligibility.)

- Investigate the use of JTPA funds to provide statewide job coordination for social service agencies.

- Is meeting performance standards a disincentive to JTPA agencies serving youth in foster, group or shelter care? Investigate ways to make performance standards work for these youth, rather than make them less desirable to serve.

- Investigate avenues for funding or program planning that are not strictly tied to performance standards for employment programs.

- Keep statistics on child welfare youth serviced and their progress in the JTPA process.

3. Statewide Recommendations for Both Child Welare and Employment Agencies

- Establish a standard referral process between youth agencies and JTPA agencies, including a form letter and designated contact people.

- Local child welfare agencies must understand their local Service Delivery Area's performance standards and planning cycles. For example, what are the ramifications if an SDA does not meet the standards?

- Take a look at how youth in temporary, short-term placements can take advantage of JTPA. Youth are often in a "Catch-22" - they have no permanent address; they cannot apply for JTPA programs without one.

- Fund network programs, such as JOY, to bring groups together to establish formal programs.

- Develop creative transportation options for youth in rural and suburban areas. Some youth are excluded based solely on lack of available transportation.

- Develop incentives that can be used to recruit youth who have little motivation or modeling. Can JTPA offer incentive stipends? For example, in Hartford, CT, CREC

offers $20.00 for "friendly referrals" to youth who refer friends who are subsequently hired. In New Haven, CT, a social worker offered a clothing voucher at the end of a 10 week life skills employment program. In Gardner, MA, housing vouchers are given after attending a 45 hour training program.

4. Other Statewide Recommendations

A. For the Department of Public Welfare

- Investigate welfare disincentives to work. This includes loss of Medicaid, limit on bank accounts, reduction of family welfare benefits when a child in the family works.

B. For the Governor

- Form a special Task Force on Transitioning Youth on a time-limited basis to investigate the Medicaid and welfare issues identified and to revise policies which serve as a disincentive to youth transitioning from public systems. Specific areas that could be addressed are:
    1. Medicaid
    2. Housing - Federal Section 8, State Section 707
    3. Food Stamps
    4. General Relief and AFDC

- State systems should compare how their regulations are affecting the transition of youth to independent living.

Chapter 10

Observations

The Job Opportunities for Youth Project has six observations concerning the collaborative work between JTPA programs and child welfare agencies.

(1) The timing is right! At the same time that many agencies are seeing the need for independent living, JTPA programs are looking for additional youth for their programs, and many are willing to serve the high risk populations.

(2) Foster children automatically qualify for service under JTPA, thereby avoiding the income verification procedure. All that is needed is a letter of verification from your agency.

(3) JTPA should be serving youth in the care of the state. After all, the Governor is ultimately responsible for JTPA funds in your state, just as he is repsonsible for youth in the care of state agencies.

(4) Youth in foster, shelter and group care need special attention. There must be special programs that can be responsive to youth who have suffered emotional trauma and years of rejection. They may not make"perfect employees" immediately, but with the right supports and programs, they have the opportunity to succeed.

(5) Child welfare agencies can offer important resources to the employment system. Social workers can be excellent supports for the youth and for the job counselors. In addition, they may be able to provide ongoing counseling sessions.

(6) Finally, keep an open mind. Child welfare and employment are not used to working together, and there may be problems at first. But these problems can be overcome if everyone focuses on the goal - that is, the future independence and self sufficiency of youth.

Section III

The Job Opportunities for Youth (JOY) Project

Chapter 11 - Background and Implementation of the JOY Project

Chapter 12 - Programs and Accomplishments in Three Target Sites

Chapter 13 - Profile of Youth in the JOY Project

Chapter 11

Background and Implementation of the Job Opportunities for Youth (JOY) Project

A. Background

Job Opportunities for Youth is a model demonstration program linking private industry councils, employment programs, child welfare agencies and youth service providers in target sites in Connecticut and Massachusetts to attain training and job opportunities for older adolescents in foster, group and shelter care as a preparation for their independent living.

It began on October 1, 1984 as a special project of the Judge Baker Guidance Center (see Exhibit X for outline of programs) in Boston, Massachusetts, whose mission since 1917 has been helping troubled children and their families. It is funded by the Adminsitration of Children, Youth and Families through a one year federal Runaway and Homeless Youth Networking grant.

The Job Opportunities for Youth project was a direct outgrowth of the New England Resource Center for Children and Their Families, a program of Judge Baker until September, 1984. The Resource Center staff discovered that throughout New England youth in the child welfare system were unprepared for independent living, yet, for the most part, were forced to leave state care at the age of 18. It became clear, then, that employment is crucial in the stabilization and permanency planning for foster children and runaway youth.

B. Project Goals and Objectives

Project Goal

Develop stronger coordinated linkages between runaway and homeless youth service providers and state employment and training programs in targeted sites in Connecticut and Massachusetts.

Overall Project Objectives

1. Identify state employment and training programs and runaway and homeless youth service providers in Massachusetts and Connecticut.

2. Establish, develop and maintain, in targeted sites in Conencticut and Massachusetts, coordinated networks of representatives from Private Industry Councils, business, state job training programs, state child welfare agencies and runaway and homeless youth service

providers.

3. Develop training and employment slots for 40 older adolescents in foster care through the coordinated networks by:

    a. assessing existing relationships;
    b. identifying existing barriers;
    c. developing linkages and referral systems;
    d. utilizing developed linkages and referral systems.

4. Communicate the findings of this project to state child welfare agencies, state job training partnership administrations and others through:

    1. Ongoing communication with state administrators in Connecticut and Massachusetts.
    2. A New England conference.
    3. Production of this project manual for national distribution.

5. Training others to replicate this and other program models by holding a New England conference in November,1985, entitled "Serving Foster Children and Runaway Youth Through the Employment and Job Training Partnership System".

C. Methodology

In order to attain these goals and objectives, the following steps were taken by the JOY Project staff. It is hoped that this explanation will assist others who may coordinate similar programs at the national, regional and state levels.

1. Gathering Information and Establishing Contact

JOY gathered resource material and information from local, regional and national organizations on youth employment and its application to runaway and homeless youth in the care of child welfare providers.
Time Frame: October, 1984 - September, 1985

2. Identification of Job Training Programs in Connecticut and Massachusetts

Through the assistance of the New England Training and Employment Council, the project identified a list of all Private Industry Councils, Service Delivery Areas and Job Training Partnership adminsitrations in Connecticut, Massachusetts and other New England states (Exhibit II provides that list to enable readers in the child welfare field to access their local offices).
Time Frame: October - December, 1984

3. Identification of Runaway and Child Welfare Service Providers

The project identified and compiled lists of federally funded runaway and homeless youth service providers: the Massachusetts Transition to Independent Living Collaborative, The Greater Boston Adolescent Emergency Network, New England shelters and New England child welfare agencies. (Exhibit VI provides these lists to enable readers in the employment field to access these offices).
Time Frame: October - December, 1984

4. Dissemination of Project Announcement

A project announcement was sent to over 500 employment and training and child welfare agencies in the project state, throughout New England, and to selected national programs in order to share information and to promote inquiries about the project.
Time Frame: October, 1984

5. Selection of Target Sites and Formation of Networks

In order to choose the target sites, JOY staff met with state representatives of the Department of Social Services, Office of Economic Affairs, Department of Public Welfare and Department of Economic Security in Massachusetts, and with the Department of Labor and Department of Children and Youth Services in Connecticut.

Sites were selected based upon their interest in the project, their ability to bring diverse groups together, their resources and a strong commitment on the part of the private industry council and/or child welfare agency.

By December, 1984, the project had identified three target sites. These were: Lawrence/Haverhill, MA;Gardner/Fitchburg, MA; and Rockville/Hartford,CT. In each site, the Private Industry Council or Service Delivery Area Director chaired the network.

JOY entered formal "Non-financial Memorandums of Agreement" with the Private Industry Councils and child welfare agencies in each site. This was key in assuring investment by all parties. See Exhibit V for the "Memorandum of Agreement" signed with the Lawrence/Haverhill site.
Time Frame: November, 1984 - January, 1985

6. Assistance to Networks in Development of Employment and Training Programs for Project Youth

JOY coordinated the activities of these networks by providing staff support, technical assistance, maintained a clearing house and participated in all network meetings.

Time Frame: January - September, 1985

7. Formation of Regional Network

In order to share ideas and knowledge gained in each target site and to plan the New England conference, JOY formed a "Regional Network", which met three times during the project year. Network members included at least three representatives from each target site, plus state child welfare and employment representatives from Connecticut and Massachusetts.

8. Communicate Findings of this Project

During the project year JOY staff presented the project concept to six separate audiences, including the annual conference of the Child Welfare League of America. In addition, JOY was the focus of two feature articles in the Employment and Training Reporter (March 20 and 27, 1985), two articles in "The Overview - The Newsletter of Training and Employment in New England" (January and August, 1985) and was recently described in the 1985 publicatiom of the National Governor's Association entitled The Five Year Dilemma.

9. Provide Technical Assistance Upon Request

As a result of the dissemination activities. JOY received inquiries from shelters and state agencies locally and throughout the country.

The frequency of calls from runaway shelters prompted JOY to send a "Shelter Survey" to Connecticut and Massachusetts shelters to determine the need for employment and training programs in this setting. See Exhibit I for results of the Shelter Survey.

10. Staffing of the Job Opportunities for Youth Project

The Job Opportunities for Youth Project has been staffed by Director, Youth Coordinator and secretary, all of whom work on a part-time basis. The supervisor of the project is the Director of the Community Based Programs at Judge Baker Guidance Center. It should be noted that the original project director and "founder" of this project, Peter Correia, III, is now Associate Director of Programs for the Urban League of Eastern Massachusetts.

D. Accomplishments and Anticipated Outcomes

During the project year, all goals were met and in some cases exceeded.

1. The project impacted on local, state, regional and national levels:

LEVEL	WHERE	HOW
Local	Lawrence/Haverhill, MA Fitchburg/Gardner, MA Rockville/Hartford, MA	◦ Formation and work of networks of child welfare and employment and training reps. ◦ Development of employment programs for foster children ◦ Placement of 61 youth ◦ Identification of systemic strengths and weaknesses for input to state system
State	Massachusetts Connecticut	◦ Ready access to information gained in local "laboratory" through on-going communication and changes in policy and procedures to provide greater opportunities for foster children to access employment ◦ Improved coordination between state child welfare and employment systems
Region	New England	◦ Greater understanding of issues through JOY newsletter ◦ Ability to replicate this program through this manual ◦ Sharing of ideas through New England conference on September 27, 1985
National	All States	◦ Ability to replicate this program through this project manual

2. Sixty-one adolescents, twenty-three more than originally targeted, have been placed in employment and training programs to date.

3. Employment and training professionals and youth service providers formed networks in three target sites and have met consistently since January, 1985 to develop programs and referral processes for the target population. In fact, in the Gardner/Fitchburg area, the Montachusetts Employment and Training Program invested $85,000 in a crew work experience program for 10 youth now and 10 more youth beginning in January, 1986.

4. The JOY Project has worked on an ongoing basis at the state level to ensure that the findings and proposed policy changes were known. Based on the experience of the youth and the commitment of the networks, significant changes have been acted upon at the state level. One example of this is in Massachusetts, where the Executive Office of Economic Affairs has changed the eligibility requirements under JTPA so that all youth served by the Department of Social Services (ages 14-21) will be automatically eligible for JTPA programs. The Connecticut network is following Massachusetts' lead by proposing similar changes during the next few months.

In addition, the state child welfare agency in Connecticut, the Department of Children and Youth Services, has plans to hire a statewide Coordinator of Independent Living. In Massachusetts, the Lawrence/Haverhill network is recommending to the Department of Social Services that Employment Coordinators be hired for each of the 6 regional offices.

5. This project replication manual is being made available to youth service and employment and training programs in New England and throughout the country.

Chapter 12

Programs and Accomplishments in Three Target Sites

The primary work of the Job Opportunities for Youth Project has been carried out in three target sites: Lawrence/Haverhill, MA; Gardner/Fitchburg, MA; and Rockville/Hartford, CT. A list of all network members appears on the back cover of this manual. In each of these sites, a network of employment and training and child welfare professionals met to design and implement a program for project youth in their area using the resources of the Job Training Partnership Act (JTPA). Together these networks placed 61 youth in jobs - 21 more than originally anticipated by the JOY project. Specifically, 27 of the project youth were foster children, and 34 were being served by the child welfare agency in another capacity. Out of these 61 youth, 45 or 70% were classified as "runaways", however, during the project year these youth were either living at home or in a foster care or group care placement.

Networks met at least monthly, beginning in January, 1985 and were free to develop programs that they felt met the needs and matched the resources of their area. No money was provided to these target sites by the JOY project. Network members and agencies participated because they saw both the need and the potential for work in this area.

This chapter describes in detail the work in each target site.

I. LAWRENCE/HAVERHILL, MASSACHUSETTS

1. Network Highlights

- 37 youth were placed in jobs:
  - 33 in summer youth employment
  - 4 in the out of school program
- An ongoing relationship was developed between the child welfare agency and employment and training agency.
- A form letter to establish eligibility for JTPA programs and a replicable referral process were established.
- The Commonwealth of Massachusetts has drafted a policy to make all youth receiving serivces from the Department of Social Services eligible for JTPA programs, as a result of this network's advocacy.

- o Social workers took an active role in encouraging youth to apply for jobs.

- o Youth filled out job applications and went through intake in the child welfare office rather than the employment office.

- o The network plans to recommend to the Commonwealth of Massachusetts that employment coordinators be hired in each DSS regional office.

2. Network Membership

Network Chairperson: Peter Kamberelis,
Director, Lower Merrimack Valley
Private Industry Council

Member Agencies: Department of Training and Manpower Development (DTMD), the local Service Delivery Area; Department of Social Services (DSS); Lower Merrimack Valley Private Industry Council, and JOY.

3. Program Summary

The network focused on developing ongoing collaboration between the member agencies and on placing youth in employment and training programs. They decided to utilize existing JTPA programs, rather than creating new ones in order to determine "if the Job Training Partnership System can serve youth in the child welfare system."

Through the extensive recruitment and referral process which was established, 93 youth were initially identified as being interested in jobs, 52 youth applied, and 37 were placed. Most of the youth were placed in the Summer Youth Employment and Training Program; four were placed in the out-of-school program.

The majority of youth were placed in the summer program because the process began too late (April) for youth to be included in regular programs. It is important to note that the first four applicants who were 16+ and applied in March all received placements in long-term programs.

Although the primary goal of this network is for long-term placement of the youth, the enrollment of so many in the summer program had many benefits:

- o For the youth it offered immediate financial gain, work experience and interaction with the employment system.
- o For the child welfare agency it served to protect youth from a "feeling of failure" if there wasn't a program

for them in this initial test stage. The employment agency guaranteed all youth a summer job if they applied.

- o For the employment and training agency, it showed the vast potential of youth through the D.S.S. system.
- o For the network and the state, it pointed out systemic problems regarding JTPA eligibility that needed to be corrected statewide.

The four key ingredients contributing to the success of this program were:

A. Leadership - of the directors of agencies involved in the network.

B. Flexibility - in terms of rules, regulations, and willingness to bend and test the system.

C. Commitment - on the part of social workers, employment and training counselors, and the teenagers.

D. Coordination - of both systems, so that issues are looked at for total populations, not just individuals.

4. Steps Taken to Develop and Implement the Program

A. Formation of Network and Signing of Non-Financial Memorandum of Agreement

JOY met first with the Directors of the Private Industry Council and the Service Delivery Area. JOY then met with the Department of Social Services' Regional Director and two Area Directors to determine their interest. All agreed to proceed and a non-financial agreement was signed by each party. (see Exhibit V)

B. Meetings of the Network

The complete Network met six times (January to July) and more frequently in smaller groups.

C. Discussion of Support Services Available by Each Agency

This is a key discussion that should take place in any network. In this network the following was determined by each system:

Accessing Support Services

Agency	Can Provide	Cannot Provide
DSS	- casework for youth and families - child care	- transportation - clothing money
DTMD	- job training; placement - support service money - needs-based clothing allowance - transportation	- emotional or psychiatric support

D. Involvement of Agency Staff in the Project

Commitment of both child welfare and employment staff was key to the Project's success. To develop that commitment each Director met announced and spearheaded the project at their staff meeting, then JOY staff presented the project.

E. Recruitment and Referral of Project Youth

The following steps were taken to get youth referred for employment programs:

1. Development and Disbursementof Needs Assessment Form (Exhibit IV)

This form was used to identify the general characteristics and special needs of the youth served by D.S.S. It was compiled in statistical form by JOY for use by the Network.

Through this form 93 youth were identified. Instead of selecting 15 "project youth" from this number as originally planned, DTMD (the employment agency) decided that they would accept applications from any of the youth who wished to apply.

This form filled three major functions. (1) It allowed social workers to take an initial look at their client population without having to make a firm commitment at that time. (2) It gave JOY a core group of social workers with whom to work, and (3) it generated a level of excitement that D.S.S. was serious about jobs for youth!

2. Meetings with all Lawrence/Haverhill Social Workers

Over half of the 93 referrals came after a meeting run by JOY and the DTMD staff with the DSS' social workers. During the meeting the JOY Project was explained and DTMD provided a written list and a matrix of all employment and training programs by age group.

The key to the success of these meetings was the leadership taken by DSS in getting people to attend, and in voicing their belief that employment and training can be part of a plan for a child. These meetings were part of the monthly, mandatory staff meetings in that area.

F. Development of Application Process for Project Youth

1. Selection of Application Process

After considering three different options, the network decided on the following application and follow-up process. The process was run twice in Lawrence and Haverhill.

a) Social worker meets with "project" youth about the program and process.
b) Social worker signs youth up for an "intake" meeting to be held in the DSS conference room.
c) Social worker fills out form letter for each youth referred.
d) JOY and DTMD hold intake meetings; distribute orientation packet and application to youth. (Exhibit XI)
e) Youth attend intake meeting: fill out application, have application reviewed, and get DTMD assessment appointment. The intake meeting lasts 15-20 minutes per youth.

2. Follow-up Process for No-shows

a) Social worker gives intake packet to youth and encourages application.
b) JOY Youth Coordinator contacts youth.
c) Youth go to DTMD office to hand in application.

It is important to note that in this process applications were taken in the D.S.S. office instead of the employment office based on the recommendations of social workers and the flexibility of the employment program. Although there was some debate over the

effectiveness of that system since it was more time-consuming, it was effective because:

a) It was more comfortable for the teenagers and created a "special" atmosphere.
b) It encouraged more DSS social workers to become involved in the project.

3. Development, Testing and Revision of Form Letter

The form letter (see Exhibit XII) was developed for use by the DSS social workers to establish the automatic eligiblity of their youth for JTPA programs and to provide the employment agency with information they needed (birth date, verification of address and status with agency) without having to collect separate documents from youth or social workers. Use of a form letter is key in this working relationship and greatly streamlines the process.

When this form letter was used, however, it was discovered that approximately 40% of the Dept. of Social Services youth would not automatically qualify for JTPA services using the current eligibility language.

As a result, the network wrote to the Mass. Office of Economic Affairs stating the problem and recommending policy changes. That state office called a meeting of DSS and JOY representatives and subsequently issued a draft policy and draft form letter in July 1985 which will make all youth receiving services from the Dept. of Social Services eligible for JTPA services (see Exhibits VIII & IX). It is expected that this policy will be final in the fall of 1985.

G. Youth Have Assessment Meeting with Employment Office

Youth 16+ had an assessment (Employability Development Plan) in the employment office to determine their interests and particular aptitudes. In some cases social workers brought youth to those meetings.

Three teens interviewed by the JOY Youth Coordinator said they would not have gone through with it if their social worker "hadn't forced them" or if the DTMD receptionist and the assessment worker hadn't been so nice.

H. Youth were placed in regular programs and summer program

I. JOY follows up with youth, social workers and employment counselors

The youth coordinator met two more times with project social workers, held orientation meetings in Lawrence and Haverhill for the youth, wrote letters to the youth, and met with employment offices about the status of youth in the process.

This coordination was key to the program working as some cases were lost in the system and all parties wanted information on the procedure.

J. JOY meets with employment office to identify some perceived systemic problems.

K. A joint conference was held for child welfare and employment staff.

This meeting was held to familiarize employees in both systems to the project results and their role, to sensitize both offices and define future collaborative efforts. Exhibit VII contains the luncheon agenda.

5. Future Plans

A. The Network plans to continue to meet. They see this past eight months as the first step in a continuing process. Their first goal is to find long term placements for the youth involved.

B. The Network plans to advocate at the state level for Employment Coordinator's positions to carry on the work of JOY across the state.

C. The network will work to resolve local systems problems that arose.

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II. GARDNER/FITCHBURG, MASSACHUSETTS

1. Network Highlights

- o A broad based network of nine human services agencies and one employment and training office joined forces to develop a specialized program for youth transitioning to independent living.

- o Ten youth have been placed to date, and ten more will be placed in January, 1986, in a high support, crew work experience program.

- o Identified needs of youth were translated into program components as follows:

Youth Need:	Program Component
High Support	10 member crew; crew leaders; daily processing session
Transportation	Van picks up youth daily
Instant Gratification	Daily pay for first 2 weeks
Fear of Failure	Testing not done until second month
Rewards	Two junior crew leaders' positions with raise
Independent Living Skills	Series of Life Skills Workshops

- o The Montachusetts Employment and Training Program, Inc. devoted $85,000 in Title IIA JTPA funds for this project.

- o The network plans to recommend to the Governor of Massachusetts that he form a multi-agency Task Force of Transitioning to Independent Living youth.

2. Network Membership

Network Chairperson: Kristina E. Dower, Director, Montachusetts Employment and Training Program

Member Agencies: Montachusetts Employment and Training Program (METP); Department of Social Services (DSS); LUK, Inc.; Youth Opportunities Upheld (YOU, Inc.); Protestant Youth Center; Department of Mental Health; Youth Advocacy

and Counseling Center (YACC); North Central Human Services; Department of Youth Services (DYS); Office for Children; and JOY.

3. Program Description

The above member agencies formed the "Ad Hoc Committee for the Employment of At-Risk Youth" in June 1984, before Job Opportunities for Youth began. JOY approached the network to become involved in this demonstration project. All member agencies signed a Non-Financial Memorandum of Agreement with JOY. The program developed by this committee is called the Montachusetts Area Community Improvement Team (M.A.C.I.T.). It was specially developed by the Montachusetts Employment and Training Program and member agencies to accommodate the diversity and high-risk nature of the population. METP provided all funding ($85,000) through Title IIA JTPA funds.

Linda Hart, Youth Coordinator for METP, describes the M.A.C.I.T. program as a high-support, crew work-experience program for out-of-school, high-risk youth, ages 16-21, who are primarily in the custody of state agencies. The 10-member crew works for up to six months doing basic groundkeeping, building renovation and repair, and will work under the direction of an METP crew leader. Twenty to twenty-five youth will be serviced this year. Ten youth, referred by member agencies, began the program on July 1, 1985.

The goal of the program is to assist troubled adolescents in transitioning from high support alternative living (such as foster or residential care), to living in the actual community by providing work experience and building socialization skills. To help meet this objective, a comprehensive series of workshops on life skills covering topics such as budgeting and banking, how to access housing, sexuality, alcohol and drug abuse, and leadership development and motivation have been developed. In addition, job seeking and keeping skills will be taught and career assessment done. Particpants completing the program will be referred to other training or placed in unsubsidized jobs.

The committee began by developing a list of needs the youth had which should be met in order for them to develop the socialization and work skills they need. The group felt that a highly-structured environment was needed. To satisfy this need, the crew concept was devised. A crew leader was found who has experience working with high-risk youth as well as the necessary experience in basic carpentry/forestry/conservation/outdoor maintenance. To meet the need of instant gratification, it was agreed to pay youth daily in cash for the first two weeks of participa-

tion. The immediate feedback concept was fulfilled by instituting a daily processing session in which the youth could learn to deal with issues of the day. The transportation problems were resolved by METP providing a van for pick up of the youth near their homes. One residential center has greatly cooperated by dropping off youth from their area at METP in Gardner.

The committee felt that the fear of failure would be a big issue for the youth. To ease this fear, it was decided to delay the Employability Development Plan (METP Assessment) until later is the program. The need for high support was met by providing weekly counseling and the development of workshops focusing on socialization and life skills. It was agreed that METP would keep in close contact with referring caseworkers to ensure that the youth received high support at all levels.

The committee decided that controls and rewards should be provided. The junior crew leader concept was developed as an incentive for good performance. Two youth are promoted to this position, earn $3.75 per hour, and are given more responsibility. Other crew members earn $3.35 per hour. The junior crew leader concept is working very well. The position is held in esteem by the crew and being selected is an honor. Ongoing positive reinforcement is provided by the crew leader. Also, good work is rewarded by the crew participating in recreational activities.

A code of conduct was developed detailing positive and negative action for behavior. An element of leniency was included to allow the youth the time they need to develop socially. The code focuses on positive action. A graduated attendance policy was developed to eliminate punitive action at the outset.

Profiles of youth to be served were developed by the committee. The youth would have a wide array of social problems including alcohol and/or drug abuse and physical and/or sexual abuse. They also would have a history of other social problems, such as attempted suicide, and may have been law offenders. Most would be high school dropouts and would have a history of short stays at jobs.

The committee spent several months designing an intensive workshop component and members agreed to facilitate workshops in their areas of expertise. Youth are paid regular wages for attending workshops. Workshops are held every other week throughout the program. Youth will be encouraged to obtain their GEDs and go on to other training or will be placed in unsubsidized jobs.

4. Results to Date

Number of youth referred	20
Number of youth participating in crew project	10
Number of youth on waiting list	6
Number of youth not enrolled:	
Didn't follow through	2
Not interested	1
Moved	1

(The next crew of ten youth to begin January, 1986)

5. Steps Taken in the Process

A. Definition of Client Population

All member agencies with youth in their care provided data on numbers of youth 16-21 and special needs of the population. Statistics were provided on age, sex, race, living situation, school status, work experience and special needs.

B. Identification of Needs of Youth

The committee summarized the needs of youth into six major categories:

1) Youth have serious emotional problems, (i.e. histories of abuse and neglect, multiple suicide attempts, drug and alcohol abuse, many moves) while in state care.

2) Youth will need much structure to make it in a job.

3) Transportation to work sites could pose problems.

4) Youth need immediate gratification. They need immediate success and they need to see the immediate benefits of a job in terms of money.

5) Youth need to be eased into testing. They have experienced many failures in the past and have problems with testing.

6) Children need support services in:

- o budgeting,
- o money management,
- o stress management,

o job frustration,
o supporting relationships.

C. Analysis of Support Services

Member agencies volunteered the following support services for project youth:

Employment and Training Agency	Child Welfare Agencies:
In addition to the supports built into the crew (daily processing sessions, weekly meetings with a job counselor and transportation), METP provided the following: o Clothing - Crew hats, work boots, and a clothing allowance for an interview outfit; o Follow Up on the youth's progress after participating in the job for six months; o Job Counseling - weekly and monthly employment reviews and goal settings for each youth. Copies of progress reports were sent to the agency the youth was affiliated with.	o Ongoing Counseling by social workers, cooperation with METP on dealing with job related problems; o Follow Up on job issues with youth

D. Examination of Welfare Disincentives to Work

Before the program began, network members raised the problem of welfare limits on bank accounts and loss of medicaid as barriers to these youth moving into independent living. JOY met with the State Department of Public Welfare to clarify this issue and found that:

1. The savings account limit is $1,000.00;
2. If youth is 16-19 years old and is a part-time student, payments to the family are not affected by the addtional income.

It was not until youth actually began the program that a specific Medicaid problem was uncovered. One youth who was to be promoted to Junior Crew Leader at $3.75 per hour was informed that her income would put her over the monthly income allowable for receipt of Medicaid benefits. As it turned out, the allowable monthly income rate had increased to $440 on the day that she started work, putting her out of risk of loss of Medicaid benefits. However, JOY felt that this was an issue with broader implications; that JTPA youth income should not be countable under Medicaid in any case.

At the current time, JOY is awaiting a response from the State Department of Public Welfare on their recommen-

dation that "JTPA youth (14-21) income be non-countable under Medicaid". This request has precedent since a 1983 Medicaid policy says that CETA youth employment demonstration income is not countable.

E. Development of Life Skills/Employment Workshops

A part of six out of the eight network meetings held in 1985 were devoted to the developing a series of workshops for the MACIT crew. First, members listed all possible workshop ideas. These were divided into categories, prioritized and placed in sequence. Next, member agencies volunteered to run specific workshops, with JOY responsible for coordinating them. A calendar list of these workshops appears in Exhibit XIII.

F. Controls and Rewards for Youth

A "code of conduct" was developed by METP (see Exhibit XIV). It was based on the experiences of member agencies that youth needed clear guidelines, but there should be a balance between the punishments and the rewards. They did not want to set youth up for failure. Just as the crew system was one of graduated responsibility, so too there was graduated punishment. The major reward instituted was promotion to Junior Crew Leader.

G. Job Description of Crew Leader

The selection of this individual was key to the success of the program. Exhibit XV is a job description showing the characteristics the network felt were important. The program was lucky to hire Mr. Ted Heitela, who had been a summer program supervisor with METP for ten years and had, as a teenager, participated in a crew/GED program.

H. Development of a Referral Packet

METP developed a referral packet for referring agencies which included the following material:

- Eligibility criteria (Exhibit XVI)
- Referral Form (Exhibit XVII)
- Information Release Form (Exhibit XVII)
- Entry Criteria (Exhibit XVIII)
- Questionnaire on Needs of Youth (Exhibit XIX)
- Form Letter to Establish JTPA Eligibility (Exhibit XX)

Regarding eligibility, six of the ten enrollees were automatically eligible because they were in the legal custody of the Department of Social Services or Youth Services, one was income eligible (welfare), and three

qualified through the 10% window for those with "serious barriers to employment". Each of the last three were receiving counseling at least monthly by a licensed service provider, which met that particular Service Delivery Area's criteria for use of the 10% window.

I. Method of Recruitment of Youth

Written responses to the abovementioned referral packet were not immediately forthcoming from agencies. Therefore, the employment agencies went "on the road" and gave presentations on the program to social workers at each agency. Following these meetings, 20 referrals were received and METP scheduled intake meetings with the youth referred one month before the program began.

METP reported the following "observations" to JOY:

- Visits to the individual agencies to explain the program and entry criteria were important in ensuring that all workers understood the program intent. This helped target clients who would most benefit by the program.

- Follow-up phone calls to the agencies and the clients were necessary to obtain JTPA eligibility documentation. Personal visits to clients' homes and to other places to pick up documents were necessary. These visits were essential in determining eligibilty.

J. Orientation Designed and Held for Project Youth

On July 1, 1985, the ten youth participants met with the crew leader, job counselor, METP youth coordinator and JOY for a half day orientation. Youth were extremely enthusiastic and had high hopes for the program.

K. Youth Begin Work

On July 2, 1985, the youth began work clearing a local brook area. They finished 1/2 week ahead of schedule. The crew leader feels that "they are the best crew [he] has worked with". Their work schedule is as follows:

- o clear a brook area
- o clean a lake
- o clean an outdoor classroom for a school
- o renovate a METP office
- o renovate a fire house
- o redo a 4H cabin
- o paint a park building

In addition, youth attend workshops and meet weekly with the job counselor on the job site.

L. Process for Youth After Six Month Crew Project

This project is considered "work experience" under METP guidelines. A participant may not enter any other work experience program through METP again. During the project, METP will develop an EDP (Employability Development Plan) with the youth. This is used to assess interests and abilities and provide a labor market orientation.

After the project, or during it if the opportunity arises, METP's job counselor will assist youth in pursuit of one of the following programs:

1. Occupational Training or Remedial Education;
2. Job Development - Assistance in resume writing and interview skills;
3. On the Job Training - Subsidized employment in the private sector (employer pays 50% of wages).

METP will also provide a reference based on the six month work experience program to potential employers.

M. JTPA Regulations Affecting the Program

Work experience is not recognized as a positive termination, according to the JTPA guidelines. The youth must first:

1. enter employment (61%)
2. have other positive terminations (78%)

Other positive terminations are: obtaining a higher level of education and/or meeting one of three pre-tested youth competencies (work maturity, job search, occupational competencies).

METP is anticipating that a number of youth will transfer to other METP programs in the six month period.

6. Future Plans of the Network

A. The network plans to continue to analyse the program and to plan other programs.

B. At the state level, they plan to pursue the Medicaid issue mentioned in Section 5D.

C. The network will recommend to the Governor that a special Task Force on Transitioning Youth be formed on a time-limited basis to investigate the Medicaid and welfare issues identified, and to revise policies which serve as a disincentive to youth making the transition from public systems. Specific areas that could be addressed are:

- Medicaid
- Housing - Federal Section 6, State Section 707
- Food Stamps
- General Relief and AFDC.

III. ROCKVILLE/HARTFORD, CONNECTICUT

1. Network Highlights

- An ongoing relationship was developed between the child welfare agency and employment and training agency.
- Fourteen adolescents were placed in jobs.
- An adolescent specialist in the child welfare agency became the employment coordinator to bridge both systems.
- A form letter was developed and a referral process streamlined.
- The Targeted Job Tax Credit was used successfully to place four youth in jobs.
- The state child welfare agency plans to hire an independent living coordinator for the state, with a major focus on employment.
- The network plans to convene an ad-hoc committee to look at eligibility requirments under JTPA for "foster children" in Connecticut.

2. Network Membership

Chairperson: Sidney Gardner, Director, Hartford Private Industry Council

Member Agencies: Hartford Private Industry Council; Department of Children and Youth Services (DCYS); Capitol Region Education Council (CREC); Job Opportunities for Youth (JOY).

3. Program Summary

The network decided to utilize existing JTPA programs to serve youth 14-21 in the Rockville area. Youth were primarily selected and referred for jobs from the "specialized" caseload of one social worker rather than many. That one social worker became the "employment liaison" for the DCYS office, although the worker retained a normal caseload while performing this function. This specialized caseload consisted of adolescent males. Its purpose is to provide more individual high-contact work with these youth, who have very few male role models in the child welfare system. The all adolescent caseload is unique to only two offices in the Connecticut Department of Children and Youth Services.

Work in this target site took place at both the state and local levels. At the state level, DCYS plans to hire

an Independent Living Specialist with some responsibility for improving DCYS/JTPA coordination. The network plans to form a state level task force to look at JTPA eligibility; they hope to make a presentation to the Connecticut State Job Training Coordinating Council on the needs of youth served by DCYS; and they are producing an Employment Resources Manual with JOY for the Hartford area.

At the local level, most of the work took place between the "employment liaison" for the child welfare agency and the Capitol Region Education Council (CREC). Work at the local level did not begin until March, 1985. The network divided their work into two phases:

Phase I: Assessment Involve the youth in Summer Youth Employment Programs to gain pre-employment skills and assess their interests and aptitudes.

Phase II: Job Training and/or Placement CREC and DCYS explore long term programs for youth. The Targeted Job Tax Credit was used where possible.

Phase I included recruitment meetings with social workers, development of a form letter for JTPA eligibility and establishment of a referral and application process. A key ingredient in the coordination of the program was the fact that DCYS only had to work with one employment office. Upon involvement in the project, CREC contacted the other employment office serving that area and made arrangements for all DCYS referrals to go to CREC. In addition, this network was the only one to use the Targeted Job Tax Credit, whereby companies who hire qualified youth receive a tax credit.

Anticipated issues to be faced are:

1. Transportation problems;
2. Can the needs of this population be met through existing programs?;
3. Increasein referrals from DCYS social workers is needed.

4. Results to Date

o DCYS youth apply for Summer Youth Program:	12
Youth working in JTPA Summer Youth Program:	7
Youth who dropped out of program:	2
Youth who moved:	2
Youth who are pregnant:	1
Youth who were fired:	1
o Youth placed in job through use of the Targeted Job Tax Credit:	4

- Youth who got own job through help of employment liaison: 3

5. Steps Taken in the Process

A. Selection of a Target Site

The Rockville area of the Hartford region of the Department of Children and Youth Services was chosen as the target site for this project for the following reasons:

- DCYS had just created an all adolescent caseload in that area and felt that this project offered an opportunity to test the viability of an employment focus by that social worker.

- The Hartford Private Industry Council (PIC) had expressed an interest to JOY in participating in this project, and DCYS had a long standing working relationship with the Director of the PIC.

- DCYS was concerned about starting such an effort in an area without an adolescent specialist, because of the high demands on social workers in dealing with abuse and neglect (the average caseload is 38 families and youth in placement).

B. Presentation of PIC and DCYS Services

At a joint meeting of JOY and these two agencies, presentations were made by each group on their goals and programs. The meeting confirmed that this project met the needs of both parties based on the PIC's recent concentration on youth issues and DCYS' recent focus on independent living.

C. Proposal by PIC to Fund DCYS to Provide Employment Services

The Director of the Private Industry Council suggested that DCYS submit a proposal to provide pre-employment training and job placement for youth in the Rockville area.

Initially, DCYS planned to submit such a proposal, but after lengthy deliberations, they declined for the following reasons:

1. There was no benefit to taking federal funds for a state funded social work position, when the state money would subsequently be withdrawn;

2. The burden of administrating such a program included monitoring by the PIC;

3. The assessment that DCYS might be better served by working with a community agency with a track record in this field (e.g. CREC);

4. The need for more time to assess needs and develop priorities.

They subsequently contacted the major employment and training program in the Rockville area, CREC, and received their commitment to work with this population.

Nevertheless, this idea could be pursued by other agencies, especially residential programs, who have a "captive audience" and who may wish to match a program specifically to the needs of their client population.

D. Investigation of Employment Funding Sources for State DCYS Employment Coordinator

At the suggestion of the PIC and the request of DCYS, JOY investigated possible funding sources for a DCYS Employment Coordinator at the state level. These sources appear in Chapter 7. They include: JTPA 8% Funds; Wagner-Peyser Funds; and the Carl D. Perkins Vocational Education Act.

DCYS did not pursue these options, but they may be viable for other agencies. Instead, DCYS plans to create a Coordinator of Independent Living position at the state level using internal funds. This person will coordinate and develop employment as well as other independent living resources.

E. Formation of the Regional Network

Efforts moved from the state to the regional level in March, 1985. The goal of this network was to place youth in jobs and judge the effectiveness of the collaborative effort.

F. Employment Liaison at DCYS is Educated About the Employment System

The Employment Liaison social worker met with four major employment programs to gain an understanding of the employment system. This was an extremely useful task, enabling him to "talk the same language" and introducing him to the Targeted Jobs Tax Credit (TJTC).

G. Use of the Targeted Jobs Tax Credit

The DCYS social worker gave youth the Connecticut TJTC brochure (see Exhibit XXI) and explained the

program to them. Youth then brought the brochure with them when applying for jobs. Four got jobs as a result. All youth were qualified for use of the credit because they were JTPA eligible.

H. Development of a Form Letter for JTPA Eligibility

Like the other two networks, Connecticut developed a form letter (Exhibit XXII). They also added a section to the "Emergency Information Form" which asked the DCYS social worker if they wished to be contacted for job related problems of their clients. (Exhibit XXIII).

To comply with the Connecticut Department of Labor regulations, the form letter asks the "amount of DCYS monies (or foster care payments) issued per month". The network feels that this is irrelevant information and has written to the State Department of Labor. The hope is that this item will be changed and a revised form letter will be issued for statewide use.

I. Recruitment of Youth for Jobs

The following steps were taken for recruitment of youth for jobs:

By CREC (employment agency):

- Met with DCYS supervisors and social workers to encourage referrals to CREC programs and to provide matrix of employment services.
- Reviewed all parts of summer applications with DCYS to clarify any questions.
- Made applications and form letters available in DCYS office.
- Processed all applications and were available to answer all questions.

By DCYS (child welfare agency):

- Employment liaison met with youth on his caseload to tell them about job program. He helped youth fill out applications.
- Employment liaison met with social workers to explain program and encourage referrals.
- Employment liaison brought completed applications to CREC.

J. Placement in Summer Youth Employment Program

Out of the twelve referrals, eight youth began work through CREC in July, 1985. For the first time, all summer youth were required to attend an introductory session. It was three hours long for youth entering public sector jobs, six hours for youth entering the private sector.

Some of the job sites for the eight youth are: Allison School, Public Works, Enfield Central Library, Eli Whitney School, Manchester Police. The boy working in the Enfield Central Library has been asked to continue after school starts. The one boy who was fired for stealing had many problems at home at that time. CREC is going to give him a second chance.

K. Development of a Manual for Social Workers in the Hartford Region on JTPA Programs

The network and JOY are collaborating to produce a manual in the fall of '85 on employment and training resources in the Hartford region, to explain the JTPA system and to encourage DCYS referrals to employment programs.

L. Discussion of the Birth Certificate Issue

On the eligibility form letter there is a place for date and place of birth, which the social worker fills in. This is acceptable to JTPA without having to see the birth certificate.

Although JTPA Service Delivery Areas have been liberalizing their standards by allowing agencies to confirm the place and date of birth, it may be that many youth do not actually have a birth certificate, although the agency does. The network felt that "we may be liberalizing the process, but lack of a birth certificate will be an ongoing barrier to these youth".

In DCYS, for example, social workers can request a birth certificate from the Bureau of Vital Statistics at no charge, but it is returned to them stamped "for agency use only". In order to get a birth certificate with a raised seal, they must send $3.00. Currently there is no system for reimbursement of this amount, and the procedure itself is very cumbersome.

The birth certificate issue was only touched upon in this network, but it should be addressed by every child welfare agency.

6. Future Plans

At the local level, the network will analyse the availability and applicability of employment and training programs in the fall.

At the state level, the network hopes to make a presentation to the SJTCC's Subcommittee on Special Populations concerning the DCYS youth. DCYS and Jobs for Connecticut Youth will hold a joint staff meeting, and it is hoped that the youth served by the department will be written into the Governor's Coordination and Special Services Plan.

Chapter 13

Profiles of JOY Youth

I. Profiles of Youth Participating in the Job Opportunities for Youth Project

Sixty one adolescents have begun employment through the three JOY networks. 16.7 is the average age for project youth. Thirty-two females and twenty-nine males participated in the project. Childhood experiences and family history have been dramatic for most of these youth:

- o 71% have experienced physical and/or sexual abuse
- o 42% struggle with alcohol and/or drug abuse
- o 36% have attempted suicide
- o 40% have dropped out of high school
- o 29% carry offender status
- o 82% have experienced out-of home placements, with an average of 4.2 placements per youth.
- o 70% have run away at least once.

Forty-nine percent of these youth have not had a job before, and of the ones that have, one to two months is the typical job stay.

These youth were referred to the project from a variety of child welfare agencies, including the Department of Social Services, the Department of Children and Youth Services, the Department of Mental Health, independent living programs, and advocacy/counseling centers. Although their involvement with the system has been varied, they share a common background of family dysfunction and personal crisis. Few of these youth have had the opportunity for stable family growth. Their primary support system is social service agencies. Inevitably, their childhood struggles have evolved into intensified behaviors which are hindering their development toward self-definition and independence. Some common personal characteristics are:

- low self esteem;
- not many positive role models;
- parentification;
- guilt about leaving parents and siblings;
- fear of competition;
- fear of failure.

Since these youth came from difficult backgrounds, they can present difficult problems on the job. To overcome these barriers these youth need:

1. A supportive yet structured environment to safely develop

2. Help in developing appropriate social, work and interpersonal skills.
3. Encouragement and help with further education.
4. Flexibility to fail without total loss.
5. Forums to engage with their peers on an equal and responsible level.
6. An opportunity to use their skills in a productive and positive way.
7. Positive reinforcement and encouragement to accomplish challenging tasks.

II. Case Summaries and Project Follow-Up on Eleven Project Youth

The statistics are sobering. These are adolescents - young adults - who are desperately in need of mending. We have seen through this project that employment can be one of the steps in making wholeness happen. The following case summaries and project follow-ups show the tremendous hardships these youth face and the positive results employment can have in changing their lives: (names have been changed for confidentiality)

Case Brief 1

Al was sexually abused by his uncle and later by a 14 year old neighbor when he was a young child of about 8. This did not come to light until he was 15, when his parents were in the middle of a violent divorce and Al sexually abused two children. This occured again with another child. Al was placed in a hospital for an evaluation and then placed into a residential facility. Al at 17 had never had a work experience other than mowing the lawn or helping a neighbor. Al was very immature for his age. He was desperately in need of a job experience so he could grow and mature. He was obviously not work-ready until he had some training.

Follow up

The summer job program allowed Al an opportunity to work and achieve some of the personal and emotional gratification that accompanies a job. His self image improved, his motivation for further employment grew, and with the mid-summer report he was able to get additional praise from the adults around him for a job well-done. The place he worked has already offered him a job for this fall. He has also learned about obtaining and keeping a job from his job counselor. Al has shown excellent money management and grown up a great deal this summer.

Case Brief 2

Jerry was physically and probably sexually abused for many years by his father; several years later he was repeatedly abused by his stepfather; he went to numerous shelters and residential facilities. At 15 he was in a temporary foster home and was sexually abused by the foster mother. He finally settled down in his lifestyle, but did not have any idea of how to obtain or maintain employment. Jerry is intellectually very limited and does well with tasks that use gross motor skills. Tasks that use fine motor skills frustrate him and make him very aggressive. His social skills are fairly good, therefore leaving the impression that he is more adept than he really is. He had a work experience under CETA in a previous summer that was under the guidance and supervision of the residential treatment center that he was in; this was successful, but too structured and unlike a job in the community.

Follow up

The summer job program allowed Jerry to work in an area in which he felt he could excel. This proved to be true, and he is going to specialize in building and ground maintenance in technical school this fall. His job was successful and he has shown excellent maturity and money management this summer.

Case Brief 3

Mike's life is full of inconsistencies. His natural parents abused and then abandoned him and his natural brother at about four years old. He was adopted by a family who realized that they could not handle him, and he was abandoned by them. He went into a residential treatment center, where the staff assigned to him changed four times in eight months. He had a low self image, feeling that he was in some way responsible for all these changes. The summer job program began at that time and it was good for his self esteem.

Follow up

Mike has been able to purchase a new wardrobe and has very sucessfully completed the summer program. The self esteem and feelings of self worth he has regained through this have been remarkable.

Case Brief 4

Sam was physically abused by his family for many years. At age six he was adopted by another family and at age 11 he was abandoned by this family, returning to state custody. At

16 he had grandiose plans for his future, but had never worked or banked money before. He has been in numerous placements and hospitals for emotional difficulties and he finally accepted that the only way to his goals was employment. He gave up some of his unrealistic goals and obtained two jobs.

Follow up

Sam was able to bank $500 this summer and is feeling that his goals of a car, license and apartment are somewhat realistic with his present pace of banking money. He is planning to continue his employment under TJTC this fall.

Case Brief 5

Ralph was abused by both parents and at age 11 his father passed away and left the mother with several small children. His mother then got involved in a lesbian relationship and her lover became abusive to the children. Ralph was removed, hospitalized for evaluation purposes and placed in numerous foster care placements. Most of these placements failed, and finally Ralph was placed prematurely on independent living. He changed jobs three times in five months.

Follow up

Ralph obtained a TJTC job in his hometown. He is receiving training and experience on this job.

Case Brief 6

Sonny was sexually and physically abused for most of his childhood. He was taken by his mother from his father and abandoned in Nevada with a couple in a motel, who abused him both sexually and physically. He has had numerous placements.

Follow up

At 19 years of age, Sonny has just gotten his first full time job: painting houses.

Case Brief 7

Mary is 17 years old and living in a residential placement. She has been sexually and physically abused by her father and her uncle.

Follow up

She is transitioning to an independent living unit and has expressed that her job is very important to the success of her independence. Mary has learned the responsibility of having a job. She is also learning about budgeting, nutrition, stress management and drugs/alcohol among other vital topics needed to live on her own.

Case Brief 8

Sue is a 16 year old who has been in placement for 5 years due to sexual abuse as a child. She has been having difficulties with her living arrangments and needed to change her attitude and behavior for her to continue living there.

Follow up

When Sue started to work, her attitiude and behavior improved immediately. She really enjoys getting out into the community. She said that she looks forward to coming to work every day.

Case Brief 9

Jane is an 18 year old high school dropout, and comes from an alcoholic home. She has been in 25 foster homes and other placements in the last three years. Jane attempted suicide more than 30 times and has a history of drug and alcohol abuse.

Follow up

When Jane started the work program, she was extremely depressed. Since that time, her outlook has greatly improved. Jane said, "Sometimes things get tough on the weekends, but knowing I go back to work on Monday gets me through". Jane has been promoted and plans on getting training to work with small children.

Case Brief 10

Cheryl is a quiet and shy 21 year old. Her background is one of physical and sexual abuse. Her father has molested her since the age of four. Cheryl's mother died when she was 19, and the care of the house and family has been left in her hands. She has attempted suicide 25 times.

Follow up

Before Cheryl started the work program, she went through long periods of depression where she would confine herself to her home. Now that Cheryl is working, she missed only one day. Cheryl has become much more outgoing; she participates in activities and initiates conversations.

Case Brief 11

Linda has a background of emotional, physical and sexual abuse. At the age of 18, she has already been married, divorced and lost a baby. Her abuse began with a stepfather and continued on into her marriage.

Follow up

When Linda started to work, she had just ended her marriage and consequently had very low self esteem. Linda has been working very hard at putting her life back together, and her job is the first step. She has expressed how good she feels about her job, and she is eager to start a career as a hairdresser.

III. Observations by Ten Youth on Their Employment Experiences

The case summaries define a population most in need of supportive and collaborative services enabling them to become productive young adults. Employment, then, is not merely an end in itself - a job - but a tool which teaches skills, structures time and supports. The following comments from 10 project youth and their job counselors reflect how this employment experience has affected their lives.

- At first I felt stupid with all these people helping me get a job. I wanted to do it on my own, but I was too shy to even go out and ask. I felt embarassed to even look. I was really only doing it because my social worker told me to.... This is different from other jobs; I'm being paid to do something I love to do. I don't just like it, I love it....This can educate me in what I want to do. I am learning every day. ...I had a one track mind that there was no way they would hire me because I was out of school. I'm shocked that they hired me!... Things are going better at home too and my parents are real happy."

- "I'm 14 and working for the first time. I and a bunch of kids are working cleaning a camp. I never knew that work could be fun. I like the new friends I have made, making my own money, and learning that I can do a good job working. It makes me feel great knowing I can make my own money."

- "It keeps me out of trouble. I really like getting into the community. It also helps me get along better with my friends because I don't see them all the time."

- She was very withdrawn and, since working, has been interacting at a "normal level". She jokes and initiates conversation now; she would never have done that before. She has even led some of the activities and is being considered for promotion."I like getting training and it gets me out of the house."

- "I don't party so much, so I stay out of trouble". She is really looking forward to some computer training.

- "I have learned how to work with people and how to get along. I've learned the discipline of having a job." She gets much support on the job in dealing with personal problems.

- "I really think the job is great! It keeps me busy." She told me her job is what keeps her going. She said she gets really depressed on the weekends, and knowing that she goes back to work on Monday is what gets her through.

- "I think the program is really good. I like meeting new people. What I think is most important is that you won't just leave us hanging, you will help us on from here."

- She has had fewer problems at residential placement because of her participation in the program. She really likes getting out into the community.

- "I really like working with other people. It keeps me out of trouble too! Believe it or not, I don't like getting into trouble."

Most job placements have occurred in June and July, 1985; it is still too early to tell how the youth performed in the jobs, employer response, program design and the full impact these jobs have had on the youth's lives. Job Opportunities for Youth will follow up on these issues during the next six months and issue a "Final Analysis" report in March, 1986.

SECTION IV

Appendix

EXHIBIT I

Shelter Survey Indicates Need For Training and Employment For Homeless And Runaway Youth

In April, 1985, Job Opportunite for Youth sent out an employment questionnaire to emergency shelter facilities in Massachusetts, Connecticut and Rhode Island. Our purpose in this survey was two fold. First to assess what the trainging and employment needs were among runaway and homeless adolescents and subsequent barriers to their successful employment. Secondly to determine whether shelters were offering training and/or employment services and to define barriers, if any, to the establishment of such services for runaway and homeless adolescents in the shelter context.

The survey was sent to 105 shelters in Massachusetts, Connnecticut and Rhode Island, of which 30% responded within three weeks. This summary is based on those initial responses.

The size of the responding shelters varied greatly, from 3 to 26 bed capacity, with an average 8 bed capacity. Client age ranged from 7 to 22 years of age. All shelters surveyed service runaway and homeless youth who are in temporary placement due to abuse, neglect or court involvement.

The following statements summarize the results of this survey:

- o 88% of the shelters responding found their clients expressing an interest in job training and employment.
- o Over 80% of the shelters see the need for job readiness training or employment among their clients; however, only 15% have a formal training program in place.
- o Shelters were asked to list the barriers they saw to employment for their clients. The five most common responses were (in the following order):

  1. Lack of education;
  2. Lack of job-readiness and work skills;
  3. Lack of self esteem or emotional stability;
  4. Transience/After-care placement;
  5. Lack of training.

- o Shelters were asked to list the barriers they see to establishing a formal job training program in their agency. The four most common responses (in the following order) were:

  1. Funding/cost;
  2. Staffing patterns;
  3. Length of client's stay in the shelter;
  4. Time.

- o 68% have referred their clients to local employment and training offices, yet list significant drawbacks such as:

  1. excessive red tape;
  2. insensitivity to clients;
  3. no home address;
  4. time frame;
  5. transportation;
  6. only provide summer jobs.

- o Over 90% of the shelters are interested in further information on how to provide job training in the shelter and how to contact local training and employment agencies.

As a result of this survey, Job Opportunities for Youth is hoping to receive funding to expand it's focus for 1985-86 to deal with employment and training models in the emergency shelter context via networks of shelters.

If you have any questions regarding the survey contact Alice Nelson at Job Opportunities for Youth, Judge Baker Guidance Center, 295 Longwood Ave., Boston, MA. 02115 (617)232-8390

NEW ENGLAND JOB TRAINING PARTNERSHIP ACT

SERVICE DELIVERY AREAS

CONNECTICUT

State Administrators:

The Honorable William A. O'Neill
Governor of Connecticut
210 Capitol Avenue
Hartford, CT. 06115
(203)566-4840

Mr. Robert W. Feagles
Senior Vice President
Travelers Insurance Company
One Tower Square
Hartford, CT. 06103

Mr. P. Joseph Peraro
Commissioner of Labor
Dept. of Labor
200 Folly Brook Blvd.
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(203)566-4384

Ms. Kathy Wimer
Director, SJTCC
%Dept. of Economic Development
210 Washington St.
Hartford, CT. 06106
(203)566-7550

Mr. Eli Gussen, Director
State JTPA Administration
Dept. of Labor
200 Folly Brook Blvd.
Wethersfield, CT. 06109
(203)566-4290

Area Offices:	PIC Chairperson	SDA Director
Bridgeport/Ansonia/ Norwalk/Stamford	Mr. Thomas W. Smith Executive Vice President Connecticut Bank & Trust Co. 1 Atlantic Street Stamford, CT. 06901 (203)356-0490	Mr. Henry Durell,Director Private Industry Council of Southern Conn., Inc. 181 Middle Street Bridgeport, CT. 06604 (203)576-7035
Danbury/Torrington	Mr. Donald Broderick New Milford Bank and Trust 55 Main Street New Milford, CT. 06776	Mr. Owen J. Quinn JTPA, Municipal Building 140 Main Street Torrington, CT. 06790 (203)489-2266
Hartford	Mr. Robert Googins CT Mutual Life Insurance 140 Garden Street Hartford, CT. 06154 (203)727-6500	Mr. Alex Johnson Employment&Training Admin. 2 Holcomb Street Hartford, CT. 06112 (203)722-8444
	Mr. Sidney L. Gardner, Director Hartford Area PIC 250 Constitution Plaza 3rd Floor Hartford, CT. 06103 (203)522-1111	

SERVICE DELIVERY AREAS

CONNECTICUT Area Offices: (continued)	PIC Chairperson	SDA Director
Meridan/Middlesex	Mr. Thomas Cunningham District Staff Manager Southern NE Telephone Co. 195 Church Street New Haven, CT. 06510 (203)771-4421	Mr. Mike Aldi Director - JTPA Development Administration City Hall, Room 229 142 East Main Street Meridian, CT. 06450 Ms. Gail Brooks Job Training Specialist (same as above) (203)238-0203
New Britain/Bristol	Mr. Richard LaMonthe Bristol Savings Bank 150 Main Street Bristol, CT. 06010 (203)582-8181	Mr. George Brusznicki New Britain/Bristol PIC 28 Park Place New Britain, CT.06052 (203)225-5210
New Haven	Mr. Earl Foster Colonial Bank 81 West Main Street Waterbury, CT. 06702 (203)574-7208	Mr. William Villano New Haven Area PIC 195 Church Street, 15th Fl. New Haven, CT. 06510 (203)562-7811
New London/Norwich	Mr. Bruce Gregory Electric Boat/Gen. Dynamics Dept. 642 Groton, CT. 06340 (203)446-3709 Ms. Nan Quinlan New London/Norwich PIC 57 Dydo Drive Uncasville, CT. 06382 (203)848-7469	Ms. Gail Sikorski Director-JTPA %TVCCA One Sylvandale Rd., P.O.215 Jewett City, CT. 06351 (203)889-5241
Waterbury	Mr. Louis Saad Acousticon Electronics 1875 Thomaston Ave. Waterbury, CT. 06704	Mr. Ernest Mosley Director-JTPA 236 Grand St. Waterbury, CT. 06702 (203)574-6971
Williamantic/Danielson	Ms. Vicki Ricci %EASTCONN, Inc. P.O. Box 245 North Windham, CT. 06256	Ms. Dorothy Welch Director-JTPA %EASTCONN, Inc. Route 203 P.O. Box 245 North Windham, CT. 06256 (203)456-3254

NEW ENGLAND JOB TRAINING PARTNERSHIP ACT

SERVICE DELIVERY AREAS

MAINE

State Administrators:

The Honorable Joseph E. Brennan
Governor of Maine
State House Station #1
August, ME 04333
(207)289-3531

Mr. Peter Stead
Cumberland County PIC
217 Read Street
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(207)773-7231

Ms. Patricia McDonough
Commissioner
Maine Department of Labor
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Executive Director
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Augusta, ME 04333
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Mr. Robert Bourgault
Executive Director
Bureau of Employment/Training
Hospital Street
Station #55
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Mr. Robert Jones
Director, Plannin & Program
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Hospital Street
Station #55
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Area Offices:	PIC Chairperson	SDA Director
Balance of State	Mr. Stephen R. Crockett Vice President Bank of Maine Orchard Street Augusta, ME 04330 (207)622-7161	Mr. George Ezzy Director 15 Counties SDA Hospital Street Station #55 Augusta, ME 04333 (207)289-3375
Cumberland	Mr. Joseph Bergwall President Rogers and Seymour 222 Auburn STreet Portland, ME 04103 (207)797-2191	Mr. John Fitzsimmons Executive Director Cumberland County Training Resource Center P.O. Box.8048 Portland, ME 04104-8048 (207)775-5891

NEW ENGLAND JOB TRAINING PARTNERSHIP ACT

SERVICE DELIVERY AREAS

MASSACHUSETTS

State Administrators:

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Area Offices	PIC Chairperson	SDA Director
Berkshire	Mr. James Manning Director Crane and Company, Inc. 30 South St. Dalton, MA. 01226 (413) 684-2600	Mr. David Yorke Executive Director Berkshire Training and Employment Prog. 400 Columbus Ave. Pittsfield, MA 01201 (413) 499-2220
Boston	Mr. John McElwee John Hancock Mutual Life John Hancock Place P.O. Box 111 Boston, MA 02117 Mr. James Darr Executive Director Boston PIC 110 Tremont Street Boston, MA. 02108 (617) 423-3755	Ms. Susan Duley Employment & Human Services Neighborhood Development and Employment Agency City of Boston 15 Beacon Street Boston, MA. 02108 (617) 720-4300 Ext. 284

NEW ENGLAND JOB TRAINING PARTNERSHIP ACT

SERVICE DELIVERY AREAS

MASSACHUSETTS Area Offices: (continued)	PIC Chairperson	SDA Director
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Brockton	Mr. Charles N. Fuller General Manager The Enterprise 60 Main Street Brockton, MA. 02401	Mr. Joseph Joseph Executive Director Brockton Area PIC 45 Oakdale St. P.O. Box 2278 Brockton, MA. 02403 (617) 584-1887
Franklin/Hampshire	Mr. James Peters TRW/Greenfield Tap & Die Sanderson St. Greenfield, MA 01301 (413) 773-3611	Mr. Arthur Schwenger Franklin/Hampshire Employment and Training Consortium 57 Wells Street Greenfield, MA 01301 (413) 774-3182
Hampden	Mr. Benjamin Jones Monarch Capitol Corp. 1 Financial Plaza Springfield, MA 01102 (413) 781-3000 Mr. William Ward PIC of Hampden County 1500 Main St., Suite 600 Springfield, MA 01115 (413) 787-1555	Mr. Raymond Jarvis Hampden County Employment and Training Consortium 1176 Main St. Springfield, MA. 01103 (413) 781-6900
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NEW ENGLAND JOB TRAINING PARTNERSHIP ACT

SERVICE DELIVERY AREAS

MASSACHUSETTS Area Offices: (continued)	PIC Chairperson	SDA Director
Metro South/West	Mr. Michael Flaherty Digital Equipment Corp. 2 Iron Way (MRO-3-2-J20) Marlborough, MA 01752 (617) 467-4325	Ms. Anne Whooley Metro South/West Employment and Training Administration P.O. Box 740 Norwood, MA 02062 (617) 769-4120
New Bedford/Cape Cod & Islands	Mr. Joel Burns Chamberlain Mfg. Corp. 117 King Street New Bedford, MA 02745 (617) 996-5621	Mr. Paul Vigeant Office of Job Partnerships P.O. Box A-2102 New Bedford, MA 02741 (617) 999-3161
Northern Middlesex	Mr. Clement Izzi Ideal Tape, Inc. 1400 Middlesex Street Lowell, MA 01851 (617) 458-6833 Ms. Barbara O'Neil Greater Lowell PIC 89 Appleton St. Lowell, MA 01852 (617)454-6293	Mr. Henry Przydzial Office of Employment and Training 89 Appleton Street Lowell, MA 01852 (617) 459-2336
Northern Worchester	Mr. Lynn Messier Merchants National Bank 1 Main Street Leominster, MA 01453 (617) 534-8317	Ms. Kristine Dower Montachusett Employment and Training Program 130 Elm Street Gardner, MA 01440 (617) 632-3193
South Coastal	Mr. Charles Pearce Quincy Savings Bank 1200 Hancock Street Quincy, MA 02169 (617) 471-3500, Ext. 211 Mr. Edward Cafferty PIC Coordinator S. Coastal Career Development Administration (same address as above)	Mr. Paul Ricca South Coastal Career Development Administration 11 Hayward Street North Quincy, MA 02171 (617) 328-7300
Southern Essex	Mr. Robert Donelan Essex Bank 1 Essex Center Drive Peabody, MA 01960 (617) 532-2500	Mr. Harry MacCabe Northshore Employment & Train. 10 Orne Street Salem, MA 01970 (617) 745-9280

MASSACHUSETTS Area Offices: (continued)	PIC Chairperson	SDA Director
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NEW HAMPSHIRE		
State Administrators:	The Honorable John Sununu Governor State House 107 North Main Street Concord, NH 03301 (603) 271-2121	Mr. Fred Gagnon Kollsman Instrument Company Daniel Webster Highway South Merrimack, NH 03054
	Mr. Marshall Cobleigh State Employment and Training Council 155 Manchester Street P.O. Box 1477 Concord, NH 03301	Mr. James Machakos Hillsborough County Private Industy Council 300 Chestnut Street Manchester, NH 03101
	Dr. Jeff Rafn JTPA Director State Employment and Training Council 155 Manchester Street Concord, NH 03301 (603) 228-9500	Mr. Richard Cunningham Bank East Corporation 110 Elm Street Manchester, NH 03105
VERMONT		
State Administrators:	The Honorable Madeleine Kunin Governor Pavilion Office Building 109 State Street Montpelier, VT 05602	Mr. Gerald Brown President Vermont Heating & Ventilation 1891 Williston Rd. South Burlington, VT 05401
	Ms. Sallie T. Soule Commissioner Dept. of Employment & Training Green Mountain Drive P.O. Box 488 Montpelier, VT 05602	Ms. Kathleen Hoyt Director Job Training Office Dept. of Employ. & Training Green Mountain Drive P.O. Box 488 Montpelier, VT 05602 (802) 229-0311

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(202) 483-1470

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Child Welfare League of America
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John Hirschfeld
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Emergency Network
Massachusetts Committee for
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New England Consortium for Families
and Youth
Shari Shapiro, Chairperson
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William Howard, Editor
Child Protection Report
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Citizen's Committee for the
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105 East 22nd Street
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Nat'l Association of Former
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Brooklyn, N.Y. 11220

Hispanic Policy Development Project
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Washington, D.C. 20036
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Youth Policy Institute
Cardinal Station
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Children's Action Network
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Manpower Demonstration Research
Three Park Ave.
New York, N.Y. 10016

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Waltham, M.A. 02254
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Columbus, Ohio 43210

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The Honorable Secretary Brock
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Mary Ellen DeGonia, Director
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Urban Conservation Corp.
Human Environment Center
810 18th Street, NW
Washington, D.C. 20006

BEST COPY AVAILABLE

EXHIBIT IV

NEEDS ASSESSMENT FORM

JOB OPPORTUNITIES FOR YOUTH
Needs Assessment Form

This form is to be completed for adolescents, 15 years and up, who are either in substitute care or in the custody of the Department, residing at home; and the Social Worker feels the adolescent would be a good candidate for job training and job placement.

I. Adolescent's Initials _____ Social Worker's Name _____

Age _____ Sex _____ Minority Status _____

City/Town Residence _____

II. Adolescent's Current Living Arrangement

Foster Care _____ Group Care _____

Independent Living _____ At Home/Relatives _____

Emergency Shelter _____

III. Education History

In school _____ Grade Level _____

H.S. Diploma _____ GED _____

Out-of-School _____ In job training or voc. training _____

IV. Employment History

Part Time experience _____

Full time experience _____

V. Identify adolescent's special needs _____ (Indicate any run-away history)

_____

_____

VI. Has adolescent expressed any interest in job training and/or employment?

Yes _____ No _____

Is adolescent prepared to start such a program in next two months?

Yes _____ No _____

VII. Additional Comments: _____

_____

_____

_____

_____

EXHIBIT V

NON-FINANCIAL MEMORANDUM OF AGREEMENT

Joy

Job Opportunities for Youth

MEMORANDUM OF AGREEMENT
BETWEEN
JOB OPPORTUNITIES FOR YOUTH,
DEPARTMENT OF SOCIAL SERVICES, REGION III,
AND
THE LOWER MERRIMACK VALLEY PRIVATE INDUSTRY COUNCIL

PROJECT GOAL

The goal of Job Opportunities for Youth (JOY) is the development of stronger coordinated linkages between runaway and homeless youth service programs and state employment and training programs in targeted sites in Connecticut and Massachusetts.

OVERALL PROJECT OBJECTIVES

1) Identify state employment and training programs and runaway and homeless youth service providers in Connecticut and Massachusetts.

2) Establish, develop and maintain in targeted sites in Connecticut and Massachusetts, coordinated networks of representatives from Private Industry Councils, business, state job training programs, state child welfare agencies, and runaway and homeless youth services providers.

3) Develop training and employment slots for 40 older adolescents in foster care through the coordinated networks by:

--assessing existing relationships;

--identifying existing barriers;

--developing linkages and referral systems;

--utilizing developed linkages and referral systems.

4) Conduct a one-day New England regional conference to disseminate project outcomes.

5) Develop a manual for project replication by other states.

PROJECT DURATION

Job Opportunities for Youth, funded for one year under a federal Runaway and Homeless Youth Grant, began October 1, 1984, and will end September 30, 1985.

Judge Baker Guidance Center
295 Longwood Ave., Boston, MA 02115 617/232-8390

ROLES AND RESPONSIBILITIES OF THE DEPARTMENT OF SOCIAL SERVICES

1) Assistance in identification of Network members.

2) Participation in coordinated Network, which will include at least one meeting per month.

3) Identification of all foster children 15 years and older by characteristics, and selection of 15-20 Project youth with assistance of JOY and Network, with strong emphasis on minority adolescents. Project children will be in the custody of DSS, with emphasis on those in substitute care.

4) Assessment of available support services.

5) Provision of identified support services to Project youth.

6) Determination (with JOY and Network) of individual social workers' roles with Project children.

7) Participation of social workers of Project children in periodic meetings with JOY Director and Assistant Director.

8) Communication throughout the Project with JOY Director and Assistant Director.

9) Assistance in the development of the Project manual.

10) Presentation at the New England regional conference in September, 1985.

ROLES AND RESPONSIBILITIES OF JOB OPPORTUNITIES FOR YOUTH

1) Coordinate the activities of the Network for Job Opportunities for Youth, including:

--Assistance in the formation of the Network;

--Coordination of Project goals and objectives with Network leaders;

--Staff support (e.g. minutes);

--Technical assistance on national, regional and local employment and training programs for youth in foster care;

--Assessment of existing relationships;

--Identification of existing barriers;

--Assistance in the strengthening of linkages and referral systems.

2) Work with the Network to document all training and employment resources with particular emphasis on those applicable for foster youth.

3) Work with State child welfare agency and youth service providers to identify youth 15 and older and their overall characteristics.

4) Identify and assess support services available to the Network to work with identified youth.

5) Assist in the selection of Project youth.

6) Meet all Project youth and their social workers to assess needs and determine responsibilities.

7) Follow up and monitor effectiveness of placements.

8) Document all Project activities for project manual for national distribution.

9) Disseminate activities and findings of project sites through "News Notes" and one or two meetings of representatives from all three project sites.

10) Maintain clearinghouse of information on national, regional, and state employment and training programs for youth in foster care.

11) Communicate findings of project with the Governor's Office and the State offices involved in the Job Training Partnership Act.

12) Communicate findings of the Project with the State child welfare agency.

13) Plan New England regional conference for September, 1985.

14) Produce Project manual in September, 1985.

ROLES AND RESPONSIBILITIES OF THE LOWER MERRIMACK VALLEY PRIVATE INDUSTRY COUNCIL

1) Assistance in the identification of Network members.

2) Leadership of the coordinated Network, which will include chairing monthly meetings, and distribution of meeting announcements.

3) Identification of existing training and employment programs and support services and their potential availability or applicability for older adolescents in foster care.

4) Intake and assessment of Project youth.

5) Development of Employability Development Plan (EDP) for Project youth.

6) Development of training and/or job placement slots for 15-20 youth.

7) Communications throughout the Project with JOY Director and Assistant Director.

8) Assistance in the development of Project manual.

9) Presentation at the New England regional conference in September, 1985.

SIGNATURES

In accordance with the terms and conditions of this Memorandum of Agreement, ~~we~~ do hereby agree to these terms and conditions and affix our signatures below:

FOR JOB OPPORTUNITIES FOR YOUTH

Peter R. Cousins — SIGNATURE
DIRECTOR — TITLE
12/20/84 — DATE

FOR THE LOWER MERRIMACK VALLEY PRIVATE INDUSTRY COUNCIL

Donald K. Valentine — SIGNATURE
PIC PRESIDENT — TITLE
1/4/85 — DATE

FOR THE CITY OF LAWRENCE, MASSACHUSETTS

John B. Buckley — SIGNATURE
MAYOR — TITLE
1/4/85 — DATE

FOR THE DEPARTMENT OF SOCIAL SERVICES

Edward Logan — SIGNATURE
REGION III DIRECTOR — TITLE
1/28/85 — DATE

NEW ENGLAND CHILD WELFARE AGENCIES

NEW ENGLAND ASSOCIATION OF CHILD WELFARE COMMISSIONERS AND DIRECTORS

Connecticut

Charles Launi, Dep. Commissioner
DCYS
170 Sigourney Street
Hartford, CT 06105

Ray Farrington, Director
Children & Protective Services
DCYS
170 Sigourney Street
Hartford, CT 06105

Maine

Peter Walsh, Director
Bureau of Social Services
State House, Station #11
Augusta, ME 04333

Barbara Churchill, Director
Child & Family Services
Bureau of Social Services
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Augusta, ME 04333

Massachusetts

Marie A. Matava, Commissioner
Department of Social Services
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Janet W. Eustis, Asst. Comm.
Department of Social Services
150 Causeway Street
Boston, MA 02114

New Hampshire

David Bundy, Director
Children & Youth Services
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Concord, NH 03301

Ray Barrett, Administrator
Children's Bureau
Children & Youth Services
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Concord, NH 03301

Rhode Island

Edward Collins, M.D., Director
Children & Their Families
610 Mout Pleasant Avenue
Providence, RI 02908

Ken Fandetti, Asst. Director
Child Protective Services
Children & Their Families
610 Mount Pleasant Avenue
Providence, RI 02908

Vermont

Bill Young, Commissioner
Social & Rehabilitative Services
103 South Main Street
Waterbury, VT 05676

Steve Dale, Director
Social Services Division
Social & Rehabilitative Services
103 South Main Street
Waterbury, VT 05676

MASSACHUSSETTS DIRECTORY OF DEPARTMENT OF SOCIAL SERVICES

REGIONAL AND AREA OFFICES

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145 State Street
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Federico Brid, Regional Director
(413) 781-0323

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Pittsfield, MA 01201
Carolyn Burns, Area Dir.
(413) 499-7370

Area 2
Greenfield Area Office
25-27 Bank Row
Greenfield, MA 01301
Daniel Donohue, Area Dir.
(413) 774-5546

Area 2A
Northampton Area Office
240 Main Street
Northampton, MA 01060
Joshua Miller, Area Dir.
(413) 586-8480

Area 3
Holyoke/Chicopee Area Office
City Hall Annex
Holyoke, MA 01040
James Quinn, Area Dir.
(413) 536-4762

Area 4
Springfield Area Office
365 Bay Street
Springfield, MA 01109
James Sullivan, Area Dir.
(413) 781-0881

Area 5
Westfield Area Office
2 Free Street
Westfield, MA 01085
Michael Weekes, Area Dir.
(413) 562-9681

DSS REGION II Office
22 Front Street
Worcester, MA 01608

Gerald Nugent, Regional Director
(617) 798-8171

Area 6
Fitchburg Area Office
435 Main Street, Suite 3100
Fitchburg, MA 01420
Ed Madaus, Area Dir.
(617) 345-2101

Area 7
Gardner Area Office
196 Main Street
Gardner, MA 01440
Nancy Driscoll, Area Dir.
(617) 632-9104

Area 8
Blackstone Valley Area Office
185 Church Street
Whitingsville, MA 01588
James Murphy, Area Dir.
(617) 234-6213

Area 9
South Central Area Office
RFD #1, Route 131
Southbridge, MA 01550
Frank Pruszynski, Area Dir.
(617) 949-0113

Area 10
Worcester Area Office
340 Main Street
Worcester, MA 01608
John Rocheford, Area Dir.
(617) 791-1200

NEW ENGLAND CHILD WELFARE AGENCIES

MASSACHUSETTS DIRECTORY OF DEPARTMENT OF SOCIAL SERVICES

DSS REGION III Office — Ed Raynard, Regional Director
143 South Main Street
Middleton, MA 01949

Area 11 — Lowell Area Office
128 Warren Street
Lowell, MA 01852
Jacqueline Gervais, Area Dir.
(617) 452-8970

Area 12 — Lawrence Area Office
11 Lawrence Street
Lawrence, MA 01840
Julie Hardin, Area Dir.
(617) 685-8384

Area 13 — Haverhill Area Office
200 Main Street
Haverhill, MA 01830
George Cashman, Area Dir.
(617) 373-3913

Area 14 — Cape Ann Area Office
197 R Cabot Street
Beverly, MA 01915
Nelson Woodfork, Area Dir.
(617) 927-4600

Area 15 — Danvers/Salem Area Office
209 Essex Street
Salem, MA 01970
Margretta Buckley, Area Dir.
(617)741-0440

Area 16 — Lynn Area Office
181 Union Street
Lynn, MA 01901
Denise Maguire, Area Dir.
(617) 596-0200

Area 16A — Chelsea Area Office
300 Broadway
Chelsea, MA 02150
Orlando DelValle, Area Dir
(617) 889-3820

Area 17 — Eastern Midllesex Area
4 Railroad Avenue
Wakefield, MA 01880
Joseph Bolino, Area Dir.
(617) 245-2754

Area 18 — Tri-City Area Office
205 Centre Street
Malden, MA 02148
Gerard Docherty, Area Dir.
(617) 321-0130

DSS REGION IV Office — John York, Regional Director
810 Memorial Drive, Level 1 — (617)868-1400
Cambridge, MA 02139

Area 19 — Concord Area Office
201 Great Road
Concord, MA 01720
Joel Tragash, Area Dir.
(617) 263-8159

Area 20 — Arlington Area Office
23 Maple Street
Arlington, MA 02174
Peter Keohan, Area Dir.
(617) 641-1780

Area 21 — Beaverbrook Area Office
411 Waverly Oaks Road
Waltham, MA 02154
Eleanor Dowd, Area Dir.
(617) 894-8770

Area 22 — Cambridge/Somerville
259 Elm Street
Somerville, MA 02144
Bernadine Foster, Area Dir.
(617)

DSS REGION IV - continued

Area 23 Marlborough Area Office
255 Main Street
Marlborough, MA 01752
Richard Simonian, Area Dir.
(617) 481-2640

Area 24 Framingham Area Office
345A Waverly Street
Framingham, MA 01701
Robert Kelly, Area Dir.
(617) 872-8122

Area 25 Newton Area Office
437 Cherry Street
West Newton, MA 02165
James Breay, Area Dir.
(617) 965-2607

Area 26 Norwood Area Office
1416 Boston/Providence Highway
Norwood, MA 02062
John Riordan, Area Dir.
(617) 769-8780

Area 27 Quincy Area Office
1419 Hancock Street
Quincy, MA 02169
Jack Hauck, Area Dir.
(617) 773-8920

Area 28 Coastal Area Office
11 Front Street
Weymouth, MA 02188
Leo Harrod, Area Dir.
(617) 331-6600

DSS REGION V Office
141 Main Street
Brockton, MA 02401

Mary Adams, Regional Director
(617) 587-8110

Area 29 Attleboro Area Office
PO Box 239
Attleboro, MA 02703
Joseph Cappadona, Area Dir.
(617) 226-4553

Area 30 Brockton Area Office
143 Main Street
Brockton, MA 02401
Mike Walsh, Area Dir.
(617) 584-0980

Area 31 Plymouth Area Office
Industrial Park Road Ext.
Plymouth, MA 02360
Evelyn Strawn, Area Dir.
(617) 585-6533

Area 32 Taunton Area Office
21 Spring Street
Taunton, MA 02780
Joan Louden-Black, Area Dir.
(617) 822-7761

Area 33 Fall River Area Office
240 Elm Street
Fall River, MA 02720
William Allen, Area Dir.
(617) 675-1146

Area 34 New Bedford Area Office
9 South Sixth Street
New Bedford, MA 02740
Lou Gomes, Area Dir.
(617) 997-3361

Area 34A Wareham Area Office
215 Sandwich Road
Wareham, MA 02571
Lou Gomes, Area Dir.
(617) 295-2501

Area 35 Cape & Islands Area Office
467B Station Avenue
South Yarmouth, MA 02664
Joseph Pare, Area Dir.
(617) 394-1325

DSS REGION VI Office
150 Causeway Street
Boston, MA 02114

Donna Makin, Regional Director
(617) 367-2040

Area 36 Boston State Area Office
123 Morton Street
Jamaica Plain, MA 02130
Ruth Aikens, Area Dir.
(617) 524-5474

Area 37 Boston/Brookline Area Office
77 Warren Street
Brighton, MA 02135
John Gardiner, Area Dir.
(617) 783-1640

Area 38 Solomon Carter Fuller
85 East Newton Street
Boston, MA 02118
Gerald Robinson, Area Dir.
(617) 266-9298

Area 38A Boston University
55 Dimock Street
Roxbury, MA 02119
Gerald Robinson, Area Dir.
(617) 445-5485

Area 39 Tufts Bay Cove Area Office
1448-1452 Dorchester Ave.
Dorchester, MA 02122
Lillian Jackson, Area Dir.
(617) 288-0300

Area 40 Harbor Area Office
115 Gove Street
East Boston, MA 0128
Suzanne Palma, Area Dir.
(617) 569-8310

Area 40A Charlestown Area Office
76 Monument Street
Charlestown, MA 02129
(617) 242-3477

Area 40B Temporary Home for Women and Children
41 New Chardon Street
Boston, MA 02114
(617) 523-2337

ALPHABETICAL INDEX TO SOCIAL SERVICES BY TOWNS AND AREA NUMBERS

Areas 1-5 = Region I
Areas 6-10 = Region II
Areas 11-18 = Region III
Areas 19-28 = Region IV
Areas 29-35 = Region V
Areas 36-40 = Region VI

City/Town	Area #	City/Town	Area #	City/Town	Area #
Abington	30	Athol	2	Belchertown	3
Acton	19	Attleboro	29	Bellingham	8
Acushnet	34	Auburn	10	Belmont	21
Adams	1	Avon	30	Berkley	32
Agawam	5	Ayer	6	Berlin	6
Alford	1	Barnstable	35	Bernardston	2
Amesbury	13	Barre	7	Beverly	14
Amherst	2	Becket	1	Billerica	11
Andover	12	Bedford	19	Blackstone	8
Arlington	20	Belchertown	35	Blondford	5
Ashburnham	7	Bellingham	8	Bolton	6
Ashby	6	Barre	7	Boston	36/37/38/39/40
Ashfield	2	Becket	1		call: 367-2040
Ashland	24	Bedford	19		

MASSACHUSETTS DIRECTORY OF DEPARTMENT OF SOCIAL SERVICES

Alphabetical Index to Social Services by Towns and Cities - continued

City/Town	Area #	City/Town	Area #	City/Town	Area #
Bourne	35	Dunstable	11	Harwich	35
Boxborough	19	Duxbury	31	Hatfield	2
Boxford	13	E. Br'water	30	Haverhill	13
Boylston	10	E. Br'field	9	Hawley	2
Braintree	28	E. L'meadow	4	Heath	2
Brewster	35	Eastham	35	Hingham	28
Bridgewater	30	E'hampton	2	Hinsdale	1
Brimfield	9	Easton	30	Holbrook	30
Brockton	30	Edgartown	35	Holden	10
Brookfield	9	Egremont	1	Holland	9
Brookline	37	Erving	2	Holliston	24
Buckland	2	Essex	14	Holyoke	3
Burlington	20	Everett	18	Hopedale	8
Cambridge	22	Fairhaven	34	Hopkinton	24
Canton	26	Fall River	33	Hubbardston	7
Carlisle	19	Falmouth	35	Hudson	23
Carver	31	Fitchburg	6	Hull	28
Charlemont	2	Florida	1	Huntington	5
Charlton	9	Foxborough	26	Ipswich	14
Chatham	35	Framingham	24	Kingston	31
Chelmsford	11	Franklin	8	Lakeville	32
Chelsea	16	Freetown	33	Lancaster	6
Cheshire	1	Gardner	7	Lanesborough	1
Chester	5	Gay Head	35	Lawrence	12
Chesterfield	2	Georgetown	13	Lee	1
Chicopee	3	Gill	2	Leicester	10
Chilmark	35	Gloucester	14	Lenox	1
Clarksburg	1	Goshen	2	Leominster	6
Clinton	6	Gosnold	34	Leverett	2
Cohasset	28	Grafton	8	Lexington	20
Colrain	2	Granby	3	Leydon	2
Concord	19	Granville	5	Lincoln	19
Conway	2	Great Barr.	1	Littleton	19
Cumminton	2	Greenfield	2	Longmeadow	4
Dalton	1	Groton	6	Lowell	11
Danvers	15	Groveland	13	Ludlow	3
Dartmouth	34	Hudley	2	Lunenburg	6
Dedham	26	Halifax	31	Lynn	16
Deerfield	2	Hamilton	14	Lynnfield	16
Dennis	35	Hampden	4	Malden	18
Dighton	32	Hancock	1	Manchester	14
Douglas	8	Hanover	31	Mansfield	29
Dover	24	Hanson	31	Marblehead	15
Dracut	11	Hardwick	7	Marion	34
Dudley	9	Harvard	6	Marlborough	23

MASSACHUSETTS DIRECTORY OF DEPARTMENT OF SOCIAL SERVICES

Alphabetical Index to Social Services by Towns and Cities - continued

City/Town	Area #	City/Town	Area #	City/Town	Area #	City/Town	Area #
Marshfield	31	Oak Bluffs	35	Shrewsbury	10	Wenham	14
Mashpee	35	Oakham	7	Shutesbury	2	W. Boylston	10
Mattapoisett	34	Orange	2	Somerset	33	W. Br'field	9
Maynard	19	Orleans	35	Somerville	22	W. Newbury	13
Medfield	26	Otis	1	S. Hadley	3	W. Sp'field	5
Mefford	18	Oxford	9	S'hampton	3	W. St'bridge	1
Medway	8	Palmer	3	S'borough	23	W. Tisbury	35
Melrose	17	Paxton	10	S'bridge	9	Westborough	23
Mendon	8	Peabody	15	Southwick	5	Westfield	5
Merrimac	13	Pelham	2	Spencer	9	Westford	11
Methuen	12	Pembroke	31	Springfield	4	Westhampton	2
Middleborough	32	Pepperell	6	Sterling	6	Westminster	7
[illegible]	[illegible]	Peru	1	Stockbridge	1	Weston	25
Milford	8	Petersham	2	Stoneham	17	Westport	33
Millbury	8	Phillipston	2	Stoughton	30	Westwood	26
Millis	26	Pittsfield	1	Stow	19	Weymouth	28
Millville	8	Plainfield	2	Sturbridge	9	Whately	2
Milton	27	Plainville	26	Sudbury	24	Whitman	30
Monroe	1	Plymouth	31	Sunderland	2	Wilbraham	4
Middleton	15	Plympton	31	Sutton	8	Williamsburg	2
Monson	3	Princeton	7			Williamstown	1
Montague	2	Provincetown	35	Swampscott	16	Wilmington	20
Monterey	1	Qunicy	27	Swansea	23	Winchendon	7
Montgomery	5	Randolph	27	Taunton	22	Winchester	20
Mt. Washington	1	Raynham	32	Templeton	7	Windsor	1
Nahant	16	Reading	17	Tewksbury	11	Winthrop	16
Nantucket	35	Rehoboth	32	Tisbury	35	Woburn	20
Natick	24	Revere	16	Tolland	5	Worcester	10
Needham	25	Richmond	1	Topsfield	14	Worthington	2
New Ashford	1	Rochester	34	Townsend	6	Wrentham	26
New Bedford	34	Rockland	30	Truro	35	Yarmouth	35
New Braintree	7	Rockport	14	Tyngsborough	11		
New Marlboro	1	Rowe	2	Tyringham	1		
New Salem	2	Rowley	13	Upton	8		
Newbury	13	Royalston	2	Uxbridge	8		
Newburyport	13	Russell	5	Wakefield	17		
Newton	25	Rutland	7	Wales	9		
Norfolk	26	Salem	15	Walpole	26		
N. Adams	1	Salisbury	13	Waltham	21		
N. Andover	12	Sandisfield	1	Ware	3		
N. Attleborough	29	Sandwich	35	Wareham	34		
N. Brookfield	9	Saugus	16	Warren	9		
N. Reading	17	Savoy	1	Warwick	2		
Northampton	2	Scituate	28	Washington	1		
Northborough	23	Seekonk	32	Watertown	21		
Northbridge	8	Sharon	26	Wayland	24		
Northfield	2	Sheffield	1	Webster	9		
Norton	29	Shelburne	2	Wellesley	25		
Norwell	28	Sherborn	24	Wellfleet	35		
Norwood	26	Shirley	6	Wendell	2		

BEST COPY AVAILABLE

NEW ENGLAND CHILD WELFARE AGENCIES

CONNECTICUT CHILD WELFARE OFFICES

DEPARTMENT OF CHILDREN AND YOUTH SERVICES

REGIONAL OFFICE DIRECTORY

Region I

1115 Main Street, Bridgeport 06603 - 579-6150
Regional Director: Lucy Foster - 579-6156
Program Supervisor: Carole Porto - 579-6157

1642 Bedford Street, Stamford 06905 - 348-5865
Program Supervisor: Barbara Yasinski - 348-5865

Region II

2105 State Street, Hamden 06511 - 789-7693
Regional Director: Robert Budney - 786-0600
Program Supervisor: Peter Wolff - 786-0603
Program Supervisor: John Lachapelle - 786-0602
Program Supervisor: Sharon Martin - 786-0605

Meriden-Wallingford Unit, Undercliff Road, Bldg. 2 White Hall,
Meriden 06450 - 238-6185
Program Supervisor: Johan Lachapelle - 238-6188

Region III

331 Main Street, Norwich 06309 - 886-2641
Regional Director: Dorothy Shaw - 886-2641
Program Supervisor: Ann Quinn - 886-2641

117 Main Street Extension, Middletown 06457 - 344-2121
Program Supervisor: Jean Chittenden - 344-2113

Region IV

1049 Asylum Avenue, Hartford 06105 - 566-4184
Regional Director: Arthur Winakor - 566-4416
Program Supervisor: June Wiehn - 566-4443
Program Supervisor: 566-8136

1 Court Street, Rockville 06066 - 872-6222
Program Supervisor: Thomas Gilman - 872-6222

149 Main Street, New Britain 06051 - 827-7137
Program Supervisor: June Roy - 827-7192

Region V

414 Meadow Street, Waterbury 06702 - 753-9541
Regional Director: Frank Daddona - 753-9541
Program Supervisor: James Carr - 753-9541

352 Main Street, Torrington 06790 - 482-5531
Program Supervisor: Wayne Kamens - 482-5531

131 West Street, Danbury 06810 - 797-4040
Program Supervisor: Carl Graham-Leichner - 797-4018

NEW ENGLAND CHILD WELFARE AGENCIES
CONNECTICUT DEPARTMENT OF CHILDREN AND YOUTH SERVICES

EXHIBIT VI

REGIONAL OFFICE LISTED BY TOWNS

REGION I	REGION II	REGION III	REGION IV	REGION V
Bridgeport	Ansonia	Ashford	Andover	Barkhamstead
Darien	Bethany	Bozrah	Avon	Beacon Falls
Easton	Branford	Brooklyn	Berlin	Bethel
Fairfield	Derby	Canterbury	Bloomfield	Bethlehem
Greenwich	E. Haven	Chaplin	Bolton	Bridgewater
Monroe	Guilford	Chester	Bristol	Brookfield
New Canaan	Hamden	Clinton	Burlington	Canaan
Norwalk	Madison	Colchester	Canton	Cheshire
Stamford	Meriden	Columbia	East Granby	Colebrook
Stratford	Milford	Coventry	E. Hartford	Cornwall
Trumbull	New Haven	Cromwell	E. Windsor	Danbury
Weston	N. Branford	Deep River	Ellington	Goshen
Westport	N. Haven	Durham	Enfield	Harwinton
Wilton	Orange	Eastford	Farmington	Kent
	Oxford	E. Haddam	Glastonbury	Litchfield
	Seymour	E. Hampton	Granby	Middlebury
	Shelton	East Lyme	Hartford	Morris
	Wallingford	Essex	Hartland	Naugatuck
	West Haven	Franklyn	Bebron	New Fairfield
	Woodbridge	Griswold	Manchester	New Hartford
		Groton	Marlborough	Norfolk
		Haddam	New Britain	New Milford
		Hampton	Newington	Newtown
		Killingly	Plainville	N. Canaan
		Killingworth	Plymouth	Prospect
		Lebanon	Rocky Hill	Redding
		Ledyard	Simsbury	Ridgefield
		Lisbon	Somers	Roxbury
		Lyme	Southington	Salisbury
		Mansfield	South Windsor	Sharon
		Middlefield	Stafford	Sherman
		Middletown	Suffield	Southbury
		Montville	Tolland	Thomaston
		New London	Vernon	Torrington
		North Stonington	W. Hartford	Warren
		Norwich	Wethersfield	Washington
		Old Lyme	Windsor	Waterbury
		Old Saybrook	Windsor Locks	Watertown
		Plainfield		Winchester
		Pomfret		Wolcott
		Portland		Woodbury
		Preston		
		Putnam		
		Salem		
		Scotland		
		Spague		
		Sterling		
		Stonington		
		Thompson		
		Union		
		Voluntown		
		Waterford		
		Westbrook		
		Windham		
		Woodstock		

Clive Beasley
Family Resources, Inc.
PO Box 634
Middleboro, MA 02346

Al Davis
Child-At-Risk Hotline
Judge Baker Guidance Center
295 Longwood Avenue
Bsoton, MA 02115

Beverly Fox
Place Runaway House
402 Marlboro Street
Boston, MA 02115

Van G. Hardy
Meadowhouse, Inc.
205 Bridge Street
Waltham, MA 02154

Lowell Haynes
Newton Multi-Service Center
1031 Centre Street
Newton Center, MA 02159

Margaret Holmes
Children's Center, Inc.
17 Centre Street
Dorchester, MA 02124

Mary Lou Kaufman
The Advocacy Center
Justice Resource Institute
87 Summer Street
Boston, MA 02110

Jane Leung, Exec. Director
Boston Chinese - YES
199 Harrison Street
Boston, MA 02111

Martha Lynch
ShortStop
62 Meacham Road
Somerville, MA 02144

Karen Maas
Mentor, Inc.
50 Second Street
Cambridge, MA 02141

Phil Mass
Boston Crisis Shelter
32 City Square
Charlestown, MA 02129

Helen R. Patterson
405 Clinton Road
Brookline, MA 02146

Susan Rosen
Children's Bureau, ACYF
JFK Bldg., Room 2011
Boston, MA 02203

John Shaw
Harbinger House
110 Arlington Street
Framingham, MA 01701

Nick Simonelli
Dare, Inc.
124A Cross Street
Somerville, MA 02145

Jerry Steimal
Project RAP
9 Highland Avenue
Beverly, MA 01915

Ken Tarabelli
Survival Emergency Shelter
911 Main Street
South Weymouth, MA 02190

Norman Williams
Phaneuf Center
688 North Main Street
Brockton, MA 02401

Barbara Whelan
Executive Director
Bridge Over Troubled Water
147 Tremont Street
Boston, MA 02111

Nancy Jackson, GBAEN Coordinator
Massachusetts Council for Children
and Youth
14 Beacon Street, Suite 706
Boston, MA. 02108
(617)742-8555

NEW ENGLAND CHILD WELFARE AGENCIES

Massachusetts Transition to Independent Living Collaborative

Melanie Goodman
Dial/Self
15 Bank Row, Box 184
Greenfield, MA 01302

Tom Hall
LUK, Inc.
99 Day Street
Fitchburg, MA 01420

Carolyn Tyree
Milford Assistance Program
Box 365
Milford, MA 01757

Michael Duda
Anchorage Aftercare
10 Thorndike Street
Beverly, MA 01915

Mary Jo Cooke
NE Home for Little Wanderers
Adolescent Cluster Program
81 Walpole Street
Norwood, MA 02062

David Cochrane
Youth & Family Services
80 North Main Street
Box 273
Attleboro, MA 02703

Sharon Dolom
Center for Human Development
52 Maple Street
Springfield, MA 01101

Jeff Masarjian
Dare, Inc.
320 West Main Street
Hyannis, MA 02601

Paul Keohane
Catholic Charities Center of
Old Colony
374 Court Street
Plymouth, MA 02369

Jeffrey Rossman
Project Unity
100 Paul Gore Street
Jamaica Plain, MA 02130

Rich Guarino
NE Home for Little Wanderers
77 Summer Street
Dorchester, MA 02130

Mary Walsh
Volunteers of America
5 Parleyville Avenue
Jamaica Plain, MA 02130

Barbara Scanlon
The Bridge, Inc.
147 Tremont Street
Boston, MA 02111

Sheila Burke
Experiment with Travel
Box 2452
Springfield, MA 01101

NEW ENGLAND CHILD WELFARE AGENCIES

Federally Funded Programs

Connecticut

Selma Lobel, Exec. Director
The Bridge of Ed. Resources
90 North Main Street
Hartford, CT 06107

Rev. John Kidd, Exec. Director
Council of Churches
3030 Park Avenue
Bridgeport, CT 06604

Shari Shapiro, Exec. Director
Greenwich Youth Shelter
105 Prospect Street
Greenwich, CT 06830

Paul Watson, Jr., Exec. Director
TRI-RYC
419 Whalley Avenue
New Haven, CT 06511

Maine

David Fraser, Exec. Director
Youth & Family Services
PO Box 502
Skowhegan, ME 04976

Earle Simpson, Exec. Director
New Beginnings
RFD #1, Box 3340
Greene, ME 04236

George Lopes, Exec. Director
Little Brothers, Inc.
107 Elm Street
Portland, ME 04101

Massachusetts

Barbara Whelan, Exec. Director
The Bridge, Inc.
147 Tremont Street
Boston, MA 02111

Massachusetts (cont.)

Lowell K. Haynes, Exec. Director
Newton Multi-Service Center
1031 Centre Street
Newton, MA 02159

Dr. Allen Schor, Exec. Director
Franklin/Hampshire Comm. Health Center
76 Pleasant Street
Northampton, MA 01060

Eric Masi, Executive Director
Wayside Community Programs, Inc.
PO Box 271
Framingham, MA 01701

Mary Johnson, Exec. Director
Springfield YWCA
137 Chestnut Street
Springfield, MA 01104

Joan Mikula, Executive Director
Project RAP
9 Highland Avenue
Beverly, MA 01915

New Hampshire

Albert Chicione, Exec. Director
Child & Family Services
99 Hanover Street
Manchester, NH 03105

Rhode Island

Joseph Testa, Exec. Director
TRI-CAP Group Homes, Inc.
59 West Shore Road
Warwick, RI 02889

Vermont

Thomas Howard, Exec. Director
Washington County Youth Service
PO Box 627
Montpelier, VT 05602

LAWRENCE/HAVERHILL CONFERENCE AGENDA EXHIBIT VII

EMPLOYMENT OPPORTUNITIES FOR YOUTH IN THE CHILD WELFARE SYSTEM

DATE: Wednesday, August 21, 1985
PLACE: Lower Merrimack Valley Private Industry Council
264 Essex Street
Lawrence, Massachusetts

AGENDA

11:00 AM	Coffee and Registration
11:30	Welcome and Opening Remarks - Peter Kamberelis, Director, Lower Merrimack Valley Private Industry Council
11:40	Servicing Foster Children Through the Job Training Partnership System: The Job Opportunities for Youth Project - Mary Jo Johnson, Director, Job Opportunities for Youth; Joanne Goterch, Employee, Lawrence/Methuen Animal Hospital
12:00 PM	Employment and Training Through the Department of Training and Manpower Development (DTMD): The Programs and Process - Alexis Hodgman, Lead Assessment Counselor
12:20	Questions
12:30	Luncheon
1:00	Understanding the Department of Social Services' Systems - Julie Hardin, Area Director, Lawrence DSS
1:15	A Focus on the Youth Served by the Department of Social Services: Special Needs and Characteristics - Michelle Griffin MacGregor, social worker, Haverhill Area DSS
1:30	Questions
1:40	Future Collaboration Between the Employment and Training and Child Welfare Systems in the Lower Merrimack Valley - Peter Vanier, Director, DTMD; George Cashman, Area Director, Haverhill Area DSS
2:00	Adjournment

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF ECONOMIC AFFAIRS
OFFICE OF TRAINING AND EMPLOYMENT POLICY

DRAFT

EVELYN F. MURPHY
SECRETARY

CATHERINE N. STRATTON
ASSOCIATE SECRETARY

POLICY DIRECTIVE: DATE:

TO: SDA Directors
PIC Directors

SUBJECT: Eligibility for Participation in JTPA Programs

PURPOSE: To establish state policy regarding eligibility for JTPA programs and to define "family" and "family income" as it relates to eligibility;

To consolidate and replace existing policy directives; and

To expand eligibility and clarify requirements regarding handicapped individuals and youth who are served by the Department of Social Services and the Department of Youth Services.

BACKGROUND: One barrier to building a comprehensive employment and training system is the eligibility criteria used by different agencies and programs. Because some and not all of one agency's clients may be eligible for a second agency's programs, it is difficult to design joint programs and provide equal access to individuals in very similar circumstances. Three examples of these discrepancies have been brought to our attention:

1. The Job Training Partnership Act defines "handicapped individual" in a different, more narrow manner as compared to definitions used in other federal statutes and regulations;

2. Only youth in the care and custody of the Department of Social Services (DSS) were eligible under the previous policy but not all youth who only received services; and

3. Only youth who were committed or detained by the Department of Youth Services (DYS) were eligible but not all youth who had been brought to the attention of the court.

CHARLES F. HURLEY BUILDING • GOVERNMENT CENTER • BOSTON, MASS. 02114 • (617) 727-2252

ELIGIBILITY FOR PARTICIPATION IN JTPA

POLICY DIRECTIVE:

Currently there are five policy directives concerning eligibility. Instead of adding a sixth, this policy consolidates and replaced the previous five, establishes the same JTPA eligibility requirements for all handicapped individuals as defined by both JTPA and regulations under Section 504, and extends eligibility to virtually all youth who are served by DSS and DYS.

POLICY: Each SDA will enroll only those applicants who meet the eligibility criteria in Attachment A. In determining eligibility, the definitions of terms in Attachment B, including "family" and "family income," shall be used.

If more than 45 days elapse between the application date and enrollment, a new application must be completed or the original application must be updated, re-signed, and re-dated.

In Title IIB, SYETP, in order to facilitate massive recruitment, applications, eligibility reviews, and subsequent hiring, it is appropriate to create an enrollee pool from which participants may be selected without a new application or a 45 day update. Youth who are enrolled in Title IIB and another JTPA program either simultaneously or subsequently, must meet the application update requirement which apply to the other JTPA programs.

ACTION REQUIRED: SDAs shall adhere to the policy stated above and shall ensure that the attached eligibility criteria and definitions are used when determining participant eligibility.

EFFECTIVE: Immediately.

REFERENCES: This Policy Directive replaces Policy Directives 84-015, 84-067, 84-073, 84-081, and 84-084.

INQUIRIES: Questions regarding this policy may be directed to your Regional Management Team.

Catherine N. Stratton
Associate Secretary

CNS:7:sp

Attachments A and B

EXHIBIT VIII
Page 1 of 6

ELIGIBILITY FOR PARTICIPATION IN JTPA

POLICY DIRECTIVE:
ATTACHMENT A

ELIGIBILITY CRITERIA

Title II, Part A: Adult and Youth Programs

In order to participate in programs in this Part an individual must be:

1. A resident of the SDA (which pays for the cost of training and services): Section 1451(e)

   SDAs may delineate exceptions to this requirement in their plan. These exceptions may include, but are not limited to: upgrading participants who work in the SDA, training participants who are incarcerated in the SDA, etc.

2. Economically Disadvantaged: Section 203(a)(1)

   The exception is that up to 10 percent of the participants in all programs in a service delivery area receiving assistance under this part may be individuals who are not economically disadvantaged if such individuals have encountered barriers to employment. Such individuals may include, but are not limited to, those who have limited English language proficiency, or are displaced homemakers, school dropouts, teenage parents, handicapped, older workers, veterans, offenders, alcoholics , or addicts.

   and

3. Aged 16 or older: Section 203(c)(1) and (2)

   14 or 15 years olds may be served in a "preemployment skills training program" described in Section 205, Exemplary Youth Programs, as noted below: Section 205(c)(1) and (2)

   The job training plan may provide for the conduct of a "preemployment skills training program" for youth, and individuals aged 14 and 15 with priority being given to those individuals who do not meet established levels of academic achievement and who plan to enter the full-time labor market upon leaving school.

   and

4. A citizen, resident alien, legal refugee/parolee, or other individuals authorized to work in the U.S. by the Attorney General: Section 167(a)(5)

   (Usually these individuals are awaiting adjustment from some other status to permanent resident alien status.)

   and

ELIGIBILITY FOR PARTICIPATION IN JTPA

POLICY DIRECTIVE:
ATTACHMENT A

5. In compliance with the Military Selective Service Act: Section 504

   (This requirement applies to men who are age 18 or over and who were born in 1962, or in later years.)

Title II, Part B, Summer Youth Employment and Training Programs

In order to participate in programs in this Part, an individual must be:

1. A resident of the SDA: Section 141(e)

   SDAs may delineate exceptions to this requirement in their plan.

   and

2. Economically Disadvantaged: Section 252(b)

   and

3. Aged 16 through 21: Section 203(c)(1)

   14 and 15 year olds may participAte if appropriate and if set forth in the SDA plan. Section 253(c)

   and

4. A citizen, resident alien, legal refugee/parolee, or other individual authorized to work in the U.S. by the Attorney General: Section 167(a)(5)

   (Usually these individuals are awaiting adjustment from some other status to permanent resident alien status.)

   and

5. In compliance with the Military Selective Service Act: Section 504

   (This requirement applies to men who are age 18 or over and who were born in 1962 or in later years.)

Title I, Part B, Section 123: State Education Coordination and Grants

In order to participate in programs in this Section and individual must be:

1. Economically Disadvantaged

   and

2. Age 55 or older

   Section 124(d)

ELIGIBILITY FOR PARTICIPATION IN JTPA

POLICY DIRECTIVE:
ATTACHMENT A

Title III Employment and Training Assistance for Dislocated Workers

In order to participate in programs with this Title, an individual must:

(1) be terminated or laid-off or have received a notice of termination or lay-off from employment, be eligible for or have exhausted their entitlement to unemployment compensation, and be unlikely to return to their previous industry or occupations;

or

(2) be terminated, or have received a notice of termination of employment as a result of any permanent closure of a plan or facility;

or

(3) be long-term unemployed and have limited opportunities for employment or reemployment in the same or a similar occupation in the area in which such individuals reside, including any older individuals who may have substantial barriers to employment by reason of age.

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ELIGIBILITY FOR PARTICIPATION IN JTPA

POLICY DIRECTIVE:
ATTACHMENT B

DEFINITIONS

Adult - an individual who is 22 years of age or older.

Disabled Veteran - veteran who is entitled to compensation under laws administered by the Veterans' Administration, or an individual who was discharged or released from active duty because of service-connected disability.

Economically Disadvantaged - an individual who:

(A) receives, or is a member of a family which receives, cash welfare payments under a Federal, State, or local welfare program;

or

(B) has, or is a member of a family which has, received a total family income for the six-month period, when annualized, prior to application for the program involved (exclusive of unemployment compensation, child support payments, and welfare payments) which, in relation to family size, was not in excess of the higher of

i. the poverty level determined in accordance with criteria established by the Director of the Office of Management and Budget, or

ii. 70 percent of the Lower Living Standard Income Level;

or

(C) is receiving food stamps pursuant to the Food Stamp Act of 1977;

or

(D) is a foster child on behalf of whom State or local government payments are made;

(This definition includes any youth who is:

i. committed to the Department of Youth Services (DYS), and is in detention, a group home, foster care, a family home, or own home,

ii. detained and awaiting adjudication;

iii. in the legal custody of the Department of Social Services (DSS) through a court order; or

iv. in the care of the Department of Social Services through a Voluntary Placement Agreement.

EXHIBIT VIII
Page 3 of 6

Only the DYS or DSS status of these youth should be verified to determine whether the youth is economically disadvantaged. Family income is irrelevant.)

or

(E) in cases permitted by regulations of the Secretary, is an adult handicapped individual whose own income meets the requirements of clause (A) or (B), but who is a member of a family whose income does not meet such requirements.

Family:

a. One or more persons living in a single residence who are related to each other by blood, marriage, or adoption. A step-child or step-parent shall be considered to be related by marriage.

b. One or more persons not living in the single residence but who were claimed as a dependent on another person's Federal Income Tax return for the previous year, unless otherwise demonstrated, shall be presumed to be a part of the other person's family.

c. A person who is 18 years or older who was not claimed as a dependent on another person's Federal Tax or can provide a notarized statement of non-support from parents and is not the principal earner or the spouse of the principal earner shall be considered family of one.

d. All handicapped individuals who are old enough to participate in JTPA activities (which may include persons aged 14-15 in some programs) shall be considered a family of one when their own income meets the requirements of clause (A) or (B) of Section 4(8) and they are members of a family whose income does not meet such requirements.

At the discretion of the Service Delivery Area, handicapped individuals (age 14 and over) may be considered to be a family of one if documentation of handicapped status and individual income can be obtained more efficiently than documentation of family income unless the handicapped person is eligible as a family member but not as an individual.

The definition of handicapped individual who may be treated as a family of one includes the definition in both JTPA and in the regulations under Sections 503 and 504.

A "handicapped person," as defined by federal statute and regulations, is any person who either 1) has a physical or mental impairment which substantially impairs one or more major life activity, 2) has a record of such an impairment, or 3) is regarded as having such an impairment. (29 U.S.C. 706(7)(B); 28 CFR 41.31; 45 CFR 84.3(j); 41 CFR 60.741.2). This definition of "handicapped person" is comprehensive and includes persons who traditionally have not been regarded as handicapped.

The physical or mental impairment may include practically any condition, disease, illness, disfigurement, or disorder (e.g. mental retardation, cerebral palsy, cancer, deafness, or emotional disorder) so long as the impairment substantially impairs one or more "major life activity." The term "major life activity" includes such activities as walking, hearing, seeing, self care, learning, working and performing manual tasks. The impairment may be either permanent or temporary.

A person does not, in fact, have to have a mental or physical impairment in order to fall within the above definition of "handicapped person." According to the federal definition, a person is "handicapped" if the person is regarded as or is treated by others as having a physical or mental impairment which substantially limits a major life activity.

A person is also considered "handicapped" if he or she has a history or record (even though the record may be outdated or incorrect) of having a physical or mental impairment which substantially limits a major life activity. (28 CFR 41.31; 45 CFR 84.3(j); 41 CFR 60.741.2). If, for example, an employer or supervisor considers a person to be mentally ill and therefore unable to perform a certain job even though the person is no longer mentally ill, this person is "handicapped" under the federal regulations.

This definition of handicapped may include any youth or adult who is:

a client of sheltered workshops;

a resident of institutions or facilities providing 24 hour support such as a prison, a hospital, or a community care facility;

a regular outpatient of a mental hospital, rehabilitation facility, or similar institution, or

an individual who has been released from an institution providing 24 hour support (such as a hospital, community care facility or prison) within six months of the date of JTPA application.

e. An individual age 55 or older may be considered to be a family of one.

f. Any youth brought to the attention of the court may be considered to be a family of one.

g. Any youth who is receiving services through the Department of ~~Youth~~ Services may be considered to be a family of one.

Family Income:

All income received from all sources by all members of the family during the previous six months.

Family size shall be the maximum number of family members during the previous six months.

Income of spouse or other members shall be counted for the portion of the previous six months that the person was actually a part of that family unit.

Family Income Exclusion:

a. income from family members who are full time primary or secondary school students
b. unemployment compensation
c. public assistance payments
d. child support payments
e. non-cash, in-kind income (such as food stamps)
f. disability payments
g. veterans assistance
h. pay or allowances which were received by veterans while serving on active duty in the Armed Forces
i. payments made to participants in employment and training programs (other than wages in OJT)
j net capital gains
k. educational assistance and compensation payments
l. Social Security retirement benefits
m. one time, fixed term or irregular unearned income, examples include but are not limited to:

- o limited, fixed term, private unemployment or income maintenance benefits
- o scholarships and fellowships grants
- o accident, death, and casualty insurance proceeds
- o disability and death payments, including fixed term (but not lifetime) life insurance annuities, death benefits and Social Security Survivors Insurance
- o one time awards and gifts
- o inheritance, including fixed term annuities
- o fixed term workers compensation awards
- o agricultural crop stabilization payments
- o soil bank payments

The income and earnings of legal refugees/parolees and resident aliens and their families shall be investigated and measured using the same methods and procedures established for all JTPA applicants. However, if a refugee/parolee or resident alien appears to be eligible for JTPA services and the only barrier to eligibility is the inability to verify the amount and/or value of income received in country of residence before coming to the United States, then this income shall be excluded for the purpose of eligibility determination.

Family Income Inclusion:

a. gross wages and salaries (before deductions) including wages in OJT
b. pay for serving on active or reserve duty in the Armed Forces (see exceptions for veterans under family exclusions (h)
c. pensions
d. alimony
e. interest and dividends
f. net rents

Unless income is either explicitly identified as an exclusion in this policy or was earned in a foreign country as described above, the income shall be included in the eligibility determination.

Handicapped

Any individual who has a physical or mental disability which constitutes or results in a substantial handicap to employment. See the definition of "family" for additional clarification.

ELIGIBLITY FOR PARTICIPATION IN JTPA
POLICY DIRECTIVE
ATTACHMENT B

Low Income Level

Means $7,000 with respect to income in 1969, and for any later year means that amount which bears the same relationship to the Consumer Price Index for that year as $7,000 bears to the Consumer Price Index for 1969, rounded to the nearest $1,000.

Lower Living Standard Income Level

Means that income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually by the Secretary based on the most recent "lower living family budget" issued by the Secretary.

Offender

Any adult or juvenile who is or has been subject to any stage of the criminal justice process for whom services under this Act may be beneficial or who requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction.

Public Assistance

Means Federal, State, or local government cash payments for which eligibility is determined by a needs or income test.

Residence

An individual's principal dwelling or home. Maintenance of an address is not necessarily the same as residence.

Veteran

An individual who served in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable.

Youth

An individual who is 16 through 21 years of age.

EXHIBIT IX

MASSACHUSETTS: FORM LETTER

JOB TRAINING PARTNERSHIP ACT ELIGIBILITY

(Reproduce on agency letterhead)

FORM LETTER
AUTOMATIC JTPA ELIGIBILITY

Date:_____

NAME OF APPLICANT:_____

ADDRESS: _____

_____

PLACE OF BIRTH: _____ DATE OF BIRTH:_____

THIS IS TO CERTIFY THAT _____ CURRENTLY:
APPLICANT NAME

___ is in the legal custody of the Department of Social Services through a court order;

___ is in the care of the Department of Social Services through a Voluntary Placement Agreement; or

___ is receiving services through the Department of Social Services.

The above client is/is not (circle one) scheduled for termination. If the client is scheduled for termination, please give termination date_____.

I, being the case worker for this client, grant permission for him/her to participate in JTPA programs and/or services, if the client is in the legal custody or care of the Department of Social Services. (Youth receiving services require permission from their parents or other guardian.)

_____
PRINTED NAME OF CASE WORKER

_____
SIGNATURE OF CASE WORKER

_____
DATE

NOTE: The above client does/does not (JTPA staff circle one) need assistance from the Department of Social Services in applying for a Social Security Card.

EXHIBIT X

The Judge Baker Guidance Center

Mission and Programs

Since its founding in 1917, the Judge Baker Guidance Center has been in the vanguard both as a provider of services to children and their families, and more generally, as an advocate for the larger system serving children and youth. In all of the Judge Baker Guidance Center's programs, there is an emphasis on the design of innovative methods of service delivery. The Judge Baker is affiliated clinically and academically with Harvard Medical School and Children's Hospital Medical Center in Boston.

The present service activities of Judge Baker consist of a comprehensive program of direct mental health services for over 1,000 children and families. Many of these children and families face economic hardships; approximately 40% of these children and families are non-white, and 70% come from the inner city. Direct services programs for children, youth and families include: an outpatient clinic, a parent intervention program, a day school for youth ages 7-17 with emotional problems and learning disabilities, an inpatient psychosomatic unit, and a Family Support Center.

In addition, Judge Baker works with child welfare agencies, courts and schools to provide clinical consultation, training programs and technical assistance for improvement of services to children and families. These programs include: the Boston Juvenile Court Clinic, the Good Grief Program, clinical residencies in child psychiatry, social work and psychology, the Adolescent Issues Program, and Community Based Programs.

The Community Based Programs department, of which Job Opportunities for Youth is a part, also includes the Massachusetts Child-At-Risk Hotline, the Clinical Services Program and the New England Association of Child Welfare Commissioners and Directors. The latter program is an excellent communication avenue for child welfare issues, with its newsletter "Common Ground" (circulation 10,000) and its quarterly meetings of the commissioners of the largest child welfare agencies in New England. Christina S. Crowe, MSW, directs the Community Based Programs department.

Beginning in 1975 with the establishment of the New England Resource Center for Protective Services, and continuing in 1982 with the establishment of the New England Resource Center for Children and Families (funded by the Department of Health and Human Services), the Judge Baker Guidance Center has worked effectively at the regional level to lessen the gap between knowledge and practice for child welfare and youth service providers, and to advocate for needed services for children.

In fact, the Job Opportunities for Youth Project was an outgrowth of the New England Resource Center when it became evident that youth in the child welfare system were exiting foster, shelter and group care will little preparation for independent living.

The Judge Baker Guidance Center believes that the development of employment opportunities for youth in the care of state agencies is an essential ingredient in the provision of permanency/emancipation planning services. The collaboration and partnerships between private industries and social services is an instrumental and effective force to address the transition to independent living needs of older youth in state care.

Letter to Project Youth

Joy

Job Opportunities for Youth

WELCOME TO JOB OPPORTUNITIES FOR YOUTH
(PROJECT JOY)

You have been selected to participate in Project JOY. We will be working to help you get training for a job and get a job.

Job Opportunities for Youth is working with the Department of Social Services (DSS) and the Department of Training and Manpower Development (DTMD) in Lawrence. People from these three offices have been meeting for the last few months to help teenagers like yourself get into the working world. Your DSS social worker has referred you to this project. JOY is helping you apply for the DTMD programs, and the DTMD will be working to give you the skills and training you need to get a job. DTMD can give you a summer job, but they want to do more than that in helping you get a long term job: a job where you can learn new skills, plan for your future, and make money.

A lot of what happens for you in this project is up to you. We will provide you with the opportunity, but it's up to you to take it. If you really want a job, and if you really want to have a chance at making it on your own, we can help you.

Today we will help you fill out an application for the project. Then you will get an appointment to meet with a job expert at DTMD. At that appointment, you will have the chance to tell the job expert what you are interested in. (Be thinking about this in the next few weeks.)

The job expert will want to know more about you to match up your skills and interests with the right program. After that appointment, you will be contacted about the job training programs available. Then job training and job placement could be the next step.

Your social worker is interested in this project as an opportunity for you, and they are willing to help out. If you want advice, or have special concerns, call them!

We really want you to make it, so we will be keeping in touch with you along the way. You can call if you have any questions.

What we'd like to see is <u>you</u> in a job and happy about it.

When you take the Opportunity - we'll be helping to make it work out for you.

<u>Job Opportunities for Youth Staff</u>

Mary Jo Johnson - Director
Alice Nelson - Youth Coordinator

Judge Baker Guidance Center
295 Longwood Ave., Boston, MA 02115 617/232-8390

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Joy

Job Opportunities for Youth

To: Project Joy Teenagers

From: Mary Jo Johnson, Director, Alice Nelson, Youth Coordinator
Job Opportunities for Youth

Date: March 29, 1985

The Department of Training and Manpower Development is interested in matching you up with job training that meets your needs.

Here are some things you can be thinking about before your appointment with the job expert.

1. What things are important to you about a job?

- having a friendly boss?	- seeing new places?
- Making money?	- Feeling needed?
- a job with a future?	- being busy?
- learning new things?	- meeting new people
- working hard?	- a job in one place?
- a status job	- making decisions?

2. Think of three jobs you would like to try right now.

3. Think about work experiences you have had. What things did you like most about them?

4. Think of two jobs you would like to try 10 years from now.

Judge Baker Guidance Center
295 Longwood Ave., Boston, MA 02115 617/232-8390

LAWRENCE/HAVERHILL SITE: YOUTH ORIENTATION PACKET
also included were : APPLICATION FOR DTMD
CHECKLIST
FORM LETTER

BEST COPY AVAILABLE

EXHIBIT XI

LAWRENCE/HAVERHILL FORM LETTER EXHIBIT XII

Original Form Letter DO NOT REPLICATE

The Commonwealth of Massachusetts
Executive Office of Human Services
Department of Social Services

Marie A. Matava
Commissioner

Edward Ravnard, ACSW
Regional Director

Region III
Greater Lawrence Area Office
11 Lawrence Street
Lawrence, Mass. 01840
Tel. 685-6851

Julie Hardin
Area Director

DATE:

NAME OF APPLICANT: _____

ADDRESS: _____

PLACE OF BIRTH: _____ DATE OF BIRTH: _____

This is to certify that _____ is currently in
Applicant Name
the care and custody of the Department of Social Services and/or foster care or a foster child.

Date Applicant entered care and legal custody _____.

The above named client is/is not (circle one) scheduled for termination.

If client is scheduled for termination, please give termination date _____.

I, being the Caseworker of this Client, grant permission for him/her to participate in DTMD Programs and/or services.

_____
Printed Name of Caseworker

_____
Signature of Caseworker

_____
Date

EXHIBIT XIII

WORKSHEET: WORKSHOP SCHEDULE FOR PROJECT WORK CREW

METP WORK CREW

MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6
July 1-5 July 1 - Orientation and Job Maintenance ‡day	August 5-9	September 2-6 Individual Review of Assessments	October 7-11 Labor Market	November 4-8 Wednesday, Nov. 6 1:00 PM Sexuality & Family Planning by JO Ferrell	December 2-6 Job Seeking/Job Getting (values clarification afterwards)
July 8-12	August 12-16 Motivational Workshops	September 9-13 Labor Market	October 14-18 TABE Test (where applicable)	November 11-15	December 9-13
July 15-19 Budgetting/Banking	August 19-23 Assessment with kids CAPS & COPS	September 16-20	October 21-25 Drug & Alcohol	November 18-22 Job Seeking/Job Getting	December 16-20 Concluding Ceremony Coincide with PIC meeting
July 22-26 Ropes Course	August 26-30 Wednesday, August 8 2:00 PM Nutrition/ Health by Susan Massod Pro-Health	September 23-27 Labor Market	October 28- November 1	November 25-29 Housing	December 23-27 Job Search Workshop
July 29- August 2 Stress Management		September 30- October 4			December 20--January 3 Job Search Workshop

NOTE: Most workshops will be conducted on a Tuesday, Wednesday or Thursday in the week noted. See "Workshop Outline" for person responsible.

EXHIBIT XIV

METP

Montachusett Area Community Improvement Team Program

CODE OF CONDUCT

All participants must understand METP's adverse action procedure.

In addition, all participants must understand the following consequences for appropriate and inappropriate behavior:

Appropriate Behavior

Action:	Results:
Consistent attendance	
Positive attitude	
Taking the initiative	- The road to promotion
Proper completion of one job before starting another	- 2 participants to be selected as junior crew leaders.
Asking questions	
Working well with peers	

Inappropriate Behavior

Action:	Results: (for any of these actions)
* Simple fooling around (non-hazardous) * Loafing (laziness) * Swearing * Inappropriate behavior in public	- At first, three verbal reprimands will be issued. If behavior continues, up to three 15 minute unpaid times out will be issued. If excessive minor infractions persist, then a one day suspension will be issued.
* Substance Abuses - includes: 1. Using alcohol or drugs on work time 2. Reporting to work under the influence of drugs or alcohol * Insubordination (refusal to comply with supervisor) * Slight abuse of tools, truck, etc.	Results: (for any of these actions) - Between 1 and 3 days off - Consultation with counselor(s) before returning
Physical abuse to crew members or supervisor Intentional and malicious destruction of equipment, materials or the workplace	Results: (for any of these actions) - There will be immediate suspension or termination and/or criminal prosecution depending on the severity of the act.
Possession of weapons Sale or distribution of illegal substances	Results: (for any of these actions) - Immediate termination and criminal prosecution.

This list is not conclusive and will include other infractions cited by crew leader.

* Continued abuses of these infractions will result in implementation of METP's adverse action procedure.

METP CODE OF CONDUCT

EXHIBIT XV

METP MACIT AGENCY REFERRAL FORM AND MACIT INFORMATION RELEASE FORM

MONTACHUSETT EMPLOYMENT AND TRAINING PROGRAM, INC.

STAFF JOB DESCRIPTION

Position Title: Crew Leader (MAKIT Program) Salary: _____

Job Location: METP, Inc. Grade: 11

Address: 130 Elm Street, Gardner MA 01440

Person to Contact: Personnel Committee Telephone: 632-3193

Address: Same as above

POSITION SUMMARY AND QUALIFICATIONS:

DESCRIPTION: Full-time position with the Montachusett Area Kommunity Involvement Team (MAKIT Program), 6:30 a.m. - 2:30 p.m., Monday through Friday. Supervise, work with, and instruct a crew of 10-12 youth clients on a daily basis. Responsibilities include training clients in basic groundskeeping, forestry and/or facility renovation and repair. Help youth to develop socialization skills and to change inappropriate work and social behavior to adopt the personal attributes necessary to be successful in the primary labor market. Responsible for the upkeep and maintenance of all equipment and vehicles. Other duties as assigned.

QUALIFICATIONS: Must have strong desire to work with youth who require a high level of support and encouragement. Individual must possess the following: Maturity, good judgement, firmness and patience. Must have the ability to teach youth who are slow learners, handicapped and lacking self-confidence and self-esteem. Knowledge and/or experience in basic carpentry/forestry/conservation/outdoor maintenance. Previous experience in working with high risk youth desired. Knowledge of team-building, leadership development and other related techniques also desirable. Good communication skills are necessary. Must have valid Massachusetts Drivers license. Responsible for client transportation utilizing METP vehicle.

AA/EEO Employer

MONTACHUSETT EMPLOYMENT AND TRAINING PROGRAM, INC.

JTPA

ELIGIBILITY CRITERIA

AGE:

To be eligible, applicants must be 16-21 years of age. Males 18 years and older must be registered for selective service to qualify.

SERVICE DELIVERY AREA:

Applicants must reside in one of the following communities:

Ashburnham	Clinton	Lancaster	Sterling
Ashby	Fitchburg	Leominster	Templeton
Ayer	Gardner	Lunenburg	Townsend
Barre	Groton	Pepperell	Westminster
Berlin	Harvard	Princeton	Winchendon
Bolton	Hubbardston	Shirley	

PUBLIC ASSISTANCE:

Recipients of, or members of families receiving cash welfare, SSI (Social Security - gold checks), or state veteran's aid (paid by town's veteran officer) are automatically considered econimically disadvantaged.

DSS OR DYS CUSTODY:

Being in legal (not simply voluntary) custody of the state is an automatic indicator of economic disadvantagement.

INCOME GUIDELINES:

If the applicant is not receiving public assistance and is not in legal custody of DSS or DYS, the following income guidelines apply:

Family Size	6-Month	Annualized
1	$2,625	$5,250
2	3,825	7,650
3	5,255	10,510
4	6,485	12,970
5	7,650	15,300
6	8,950	17,900
Over 6	+1,300/person	2,600/person

PHYSICAL/MENTAL DISABILITIES:

Income guidelines may be waived if:

1. The applicant has a physical problem that is determined to be a substantial barrier to employment.

2. The applicant is receiving regular emotional counseling by a licensed social worker or psychologist (at least once a month).

Income Guidelines effective 6/26/85.

METP MACIT AGENCY REFERRAL FORM AND MACIT INFORMATION RELEASE FORM

MONTACHUSETT EMPLOYMENT AND TRAINING PROGRAM, INC.
130 ELM STREET
GARDNER, MA 01440

INFORMATION RELEASE

I, _____ AUTHORIZE _____

TO RELEASE INFORMATION TO THE MONTACHUSETT EMPLOYMENT AND TRAINING PROGRAM, INC. WITH REGARD TO MY STATUS AND RECORD.

_____ _____
APPLICANT'S SIGNATURE DATE

_____
PRINTED NAME

MONTACHUSETT EMPLOYMENT AND TRAINING PROGRAM, INC.
130 ELM STREET
GARDNER, MA. 01440

MONTACHUSETT AREA COMMUNITY IMPROVEMENT TEAM

REFERRAL FORM

Agency location: _____

Referred by: _____

The following individuals are interested in participating in this program and should be enrolled in the order listed. We are aware that they may not participate in the first program beginning July 1st.

1. Name: _____
   Address: _____
   _____
   Phone: _____
   Age: _____
   JTPA Criteria: _____
   _____
   Counselor or Caseworker:
   _____

2. Name: _____
   Address: _____
   _____
   Phone: _____
   Age: _____
   JTPA Criteria: _____
   _____
   Counselor or Caseworker:
   _____

3. Name: _____
   Address: _____
   _____
   Phone: _____
   Age: _____
   JTPA Criteria: _____
   _____
   Counselor or Caseworker:
   _____

4. Name: _____
   Address: _____
   _____
   Phone: _____
   Age: _____
   JTPA Criteria: _____
   _____
   Counselor or Caseworker:
   _____

_____ _____
Signature Title

EXHIBIT XVII

EXHIBIT XVIII

METP ENTRY CRITERIA AND ATTENDANCE POLICY FOR MACIT PROGRAM

MONTACHUSETT AREA COMMUNITY IMPROVEMENT TEAM

ATTENDANCE POLICY

Good attendance is important in keeping your job and to your success in the overall program. It shows your supervisor that you are responsible, dependable and are interested enough to make a commitment to your work. It is also one of the qualities necessary to the road to promotion. Also, doing well at work will make you feel good about yourself. In addition, the amount of your pay check is based on the amount of time you put in.

You are expected to attend work every day unless you have a good excuse. Each absence must be explained and written documentation from a physician may be required for absences of more than two days in a row.

During the first month of participation, you are required to attend 60% of the time. You cannot miss more than 40% of work time, or on the average of two days per week.

In the second and third months of your program, you are required to attend 75% of the time. You cannot miss more than 25%, or on the average of 1½ days per week.

During the fourth, fifth and sixth months of participation, you are required to attend 85% of the time. You cannot miss more than 15% or on the average of 3/4 of a day per week.

If absences occur at higher than the above rates, you are subject to the adverse action procedure. Two warnings are given before termination occurs. First a verbal warning is given for ausence rates higher than those listed above. If attendance doesn't improve to be within the standards, then a written warning is given. Finally, if poor attendance continues, termination occurs.

Again, good attendance is one of the keys to keeping your job and doing well.

MONTACHUSETT AREA COMMUNITY IMPROVEMENT TEAM

Entry Criteria

1. Youth must be in the process of transitioning from a dependent to independent living environment.
2. They must be interested in and willing to commit to working for a six-month period in basic groundskeeping and building renovation and repair.
3. Youth must have the physical abilities necessary to perform work tasks. Lifting, bending, climbing and eye and hand coordination are necessary to perform tasks.
4. Youth must have the mental ability and socialization skills necessary to follow directions, work under normal supervision, and work in a group environment.
5. Youth must agree to undergo evaluation for emotional counseling if the referring caseworker has the opinion it is necessary. If ongoing counseling has been recommended by a health professional, the youth must be receiving treatment at the recommended level and frequency in order to enroll or continue in the program.
6. In addition to the above, youth must meet the JTPA eligibility criteria (attached) to be eligible for the program.

QUESTIONNAIRE ON NEEDS OF YOUTH

MONTACHUSETT EMPLOYMENT AND TRAINING PROGRAM, INC.
130 ELM STREET
GARDNER, MA 01440

THIS IS TO VERIFY THAT _____ IS MY CLIENT.

1. A. PLEASE DESCRIBE ANY EMOTIONAL OR BEHAVIORAL PROBLEMS THIS INDIVIDUAL HAS HAD IN THE PAST 6 MONTHS?

   B. HOW COULD THESE PROBLEMS AFFECT METP'S ABILITY TO PROPERLY SERVICE THE CLIENT IN A WORK-RELATED ENVIRONMENT?

2. A. DOES THE CLIFNT HAVE THE APPROPRIATE SOCIALIZATION SKILLS NECESSARY TO WORK IN A GROUP SETTING? PLEASE EXPLAIN.

   B. PLEASE DESCRIBE THE TYPE OF PROBLEMS THAT MIGHT OCCUR WITH THIS INDIVIDUAL IN A GROUP WORK ENVIRONMENT:

3. A. DOES THIS INDIVIDUAL CURRENTLY RECEIVE ON-GOING COUNSELING/TREATMENT? IF YES, PLEASE EXPLAIN:

   B. HAS ON-GOING COUNSELING/TREATMENT OF ANY KIND BEEN RECOMMENDED BY A HEALTH PROFESSIONAL? PLEASE EXPLAIN:

4. A. IF THE ANSWER TO THE ABOVE QUESTION IS NO, IS IT YOUR OPINION THAT THIS INDIVIDUAL SHOULD BE EVALUATED FOR POSSIBLE COUNSELING/TREATMENT? PLEASE EXPLAIN:

5. IN YOUR OPINION, DOES THIS INDIVIDUAL HAVE ANY MENTAL OR PHYSICAL BARRIERS TO CERTAIN TYPES OF EMPLOYMENT? PLEASE EXPLAIN:

_____ _____
SIGNATURE DATE

IF YOU HAVE ANY QUESTIONS CONCERNING THIS FORM, PLEASE CONTACT MS. LINDA HART AT 632-3143.

THANK YOU FOR YOUR COOPERATION.

SENT TO:

NAME:

AGENCY:

ADDRESS:

METP QUESTIONNAIRE ON NEEDS OF YOUTH

EXHIBIT XIX

METP FORM LETTER

EXHIBIT XX

M.E.T.P.

MONTACHUSETT EMPLOYMENT & TRAINING PROGRAM, INC.

130 ELM STREET, GARDNER, MA. 01440

617/632-3500

Linda Hart
Youth Coordinator
METP, Inc.
130 Elm Street
Gardner MA 01440

Dear Mrs. Hart:

This is to verify that _____ has been
(client name)

(and is currently in the legal custody of DYS / DSS since _____.
(circle one) (date)

He/she has my permission to participate in the Montachusett Area Community

Improvement Team program or any other METP programs or services.

Sincerely,

_____
DYS/DSS Caseworker's Signature

_____
Printed Name

Office Address:

_____

_____

METP MAKES THE DIFFERENCE

TARGETED JOB TAX CREDIT BROCHURE DISTRIBUTED BY THE CONNECTICUT DEPARTMENT OF LABOR

1 TJTC CAN PROVIDE YOUR COMPANY WITH UP TO $4500 IN INCOME TAX WRITE-OFFS FOR EACH ELIGIBLE WORKER HIRED.

When you hire an eligible worker for your taxpaying trade or business, you can claim a credit on your Federal income tax equal to 50 per cent of the employee's first-year wages up to $6000 and 25 per cent of second-year wages up to $6000, or $4500 over two years. Domestic workers do not qualify for the tax credit nor do "RELATIVES."

For each eligible "Economically Disadvantaged Summer Youth Employee" hired, you may claim 85 per cent of the first $3000 paid in wages during any 90-day period between May 1 and September 15. This higher rate of 85 per cent applies to this group only, and is restricted to those persons 16 or 17 years old who have never worked for your firm previously. There is no second-year credit for the "Summer Youth Employee."

The total value of the credit, to be determined by Internal Revenue Service (IRS), will depend on your company's income tax bracket since the same wages cannot be deducted as a business expense.

The tax credit used may not exceed 90 per cent of tax liability after other applicable credits are taken. However, your firm can refile its tax returns and apply the excess credit to the three previous years, or alternatively to the tax liability in the fifteen years following the credit.

2 ELIGIBLE WORKERS COME FROM TEN TARGETED GROUPS.

The Targeted Jobs Tax Credit was created originally by the Revenue Act of 1978. Under the Tax Equity and Fiscal Responsibility Act of 1982, TJTC was extended to December 31, 1984. The new legislation discontinued the CETA PSE category as of December 31, 1982, amended the definition of General Assistance (Welfare) to include voucher or scrip, and made the "Economically Disadvantaged Summer Youth Employee" a new target group.

A TJTC-eligible is a person who has been certified by the designated local agency as a member of one of the following groups:

- Economically Disadvantaged Youth 18 through 24 Years Old
- Economically Disadvantaged Vietnam-era Veterans
- Economically Disadvantaged Youth, 16 through 19 Years of Age, in Qualified Cooperative Education Programs
- Supplemental Security Income (SSI) Recipients
- Work Incentive (WIN) Registrants and Recipients of Aid to Families with Dependent Children (AFDC)
- Handicapped Referrals from State Vocational Rehabilitation Programs and the Veterans Administration
- Recipients of State or Local General Assistance (Welfare)
- Involuntarily Terminated CETA Public Service Employees Hired before January 1, 1983
- Economically Disadvantaged Summer Youth Employees 16 or 17 Years Old Hired between May 1 and September 15 Who Have Not Worked for the Employer Previously
- Economically Disadvantaged Ex-felons

3 THERE'S NO COMPLICATED PAPERWORK. THE PROCEDURE IS SIMPLE.

List your job openings with your local Job Service office.

State your firm's requirements: skills needed, necessary education and experience. Job Service personnel will refer qualified workers to you; the decision on whom to hire is up to you.

1. Your new employee will give you a Voucher verifying that he or she is a member of a qualifying group.
2. Sign the Voucher and send it to your local Job Service office which will return a tax credit certificate within 72 hours.
3. Save the certificate as documentation for taking the credit on your tax return.
4. You must receive or "request in writing" the certification from the Job Service or the school on or before the day the employee starts to work. You may satisfy this requirement by returning the completed Voucher to the local office or by writing a letter. The name, address and telephone number of your company, and the employee's name, address, Social Security number, and start-to-work date should be included.

For technical assistance, Internal Revenue Service (IRS) Publication 906 is available from your local IRS office. The toll-free number for the Hartford District is 1-800-225-0717.

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EXHIBIT XXI
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4 THE STATE EMPLOYMENT SECURITY AGENCY (JOB SERVICE) ADMINISTERS THE PROGRAM.

The Employment Security Division of the Connecticut Labor Department has the principal responsibility for administering TJTC through its local Job Service offices.

Each office can make referrals from its file of TJTC-vouchered applicants. When placing work opportunities with the Job Service, you may affix "TJTC Preferred" or "TJTC Required" to the job specifications. Only those TJTC-eligibles who meet your requirements will be referred.

The determination of eligibility for economically disadvantaged groups rests solely with the Job Service. Vouchers for the five disadvantaged categories are valid for forty-five days from the date of completion.

5 TJTC IS COST EFFECTIVE.

Using this Federal employment tax credit is cost effective.

Your company benefits through a savings in employment costs over the next two years.

It's an investment in the future because you are helping to develop a stable, skilled workforce for your company and your community.

The term "wage costs" does not include any amount paid by a firm for any period to an individual for whom the employer received federally funded payments for On-the-Job training (OJT). Because the person becomes an employee on the first day of training, you must request TJTC certification or return the completed Voucher to the Job Service before the training commences. You may claim the credit for wages paid after the OJT is completed.

6 LET THE JOB SERVICE HELP YOU MAKE THE TAX CREDIT WORK FOR YOUR BUSINESS.

We will refer qualified workers and give you the technical assistance needed for employer certification.

A major portion of the usual screening process may be eliminated by the careful referral from the Job Service. There is little or no additional paperwork either in hiring a TJTC-eligible worker or in reporting wages to the IRS. The Job Service has additional information on TJTC and can advise you on the methods of identifying the targeted group members.

To get answers to any questions you may have, call the nearest Job Service office listed on the back of this brochure and under "Labor Department" in the Connecticut blue-page listings of the telephone directory.

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CONNECTICUT LABOR DEPARTMENT
EMPLOYMENT SECURITY DIVISION
STATE EMPLOYMENT SECURITY AGENCY
(SESA)
LOCAL JOB SERVICE OFFICES

ANSONIA	555 Main Street	734-3367
BRIDGEPORT	816 Fairfield Ave.	579-6262
BRISTOL	59 North Main Street	582-7421
DANBURY	64 West Street	797-4140
DANIELSON	61 Westcott Road	774-9460
ENFIELD	620 Enfield St.	623-9121
HARTFORD	90 Washington Street	566-5771
MANCHESTER	806 Main Street	649-4558
MERIDEN	24 So. Grove St.	238-6110
MIDDLETOWN	170B Main Street	344-2993
NEW BRITAIN	100 Arch Street	827-7765
NEW HAVEN	353 Crown Street	789-7731
NEW LONDON	94 Captain's Walk	443-8321
NORWALK	731 West Avenue	838-0623
NORWICH	6 Cliff Street	889-5247
STAMFORD	20 Summer Street	348-7505
TORRINGTON	Torrington Parkade Winsted Road	482-5583
WATERBURY	83 Prospect Street	755-0638
WILLIMANTIC	979 Main Street (Town Hall)	423-2521

EXHIBIT XXI
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CONNECTICUT FORM LETTER

EXHIBIT XXII

STATE OF CONNECTICUT

DEPARTMENT OF CHILDREN AND YOUTH SERVICES

REGION IV

Date:

CREC-SYETP
Wilson Community Center
599 Matianuck Avenue
Windsor, Connecticut 06095

Name of Applicant:
Address:
Place of Birth: Date of Birth:
Social Security Number:

This is to certify that _____
Name of Applicant

is currently a foster child in out of home placement, or committed to the Department of Children and Youth Services. DCYS monies of _____ per month is being issued. Date individual case was open on CMS _____ _____
month year
(or date of initial commitment).

I being the social worker for this client, grant permission for her/him to participate in CREC Programs and/or Services.

_____
Signature of Social Worker

_____
Print Social Worker's Name

Department of Children and Youth Servi
One Court Street
Rockville, CT 06066
872-6222

Attachments:

Emergency Info Form (All)
Selective Service Form (If 18 or Over)
Alien Registration Card (If Applicable)
Note from Worker with areas of interest or concerns (Optional)

One Court Street • Rockville, Connecticut 06066

EXHIBIT XXIII

CONNECTICUT EMERGENCY INFORMATION FORM

crec

Youth Work Experience Program
Wilson Community Center
599 Matianuck Avenue
Windsor, CT 06095

DCYS WORKER
Name: _____
Phone: _____

Do you want to be contacted for job related problems? ___ Yes ___ N

Area Code 203 688-94

EMERGENCY INFORMATION FORM

NAME: _____

ADDRESS: _____

TOWN: _____

PHONE NUMBER: _____

* IN CASE OF EMERGENCY CONTACT *

1. NAME: _____

ADDRESS: _____

PHONE NUMBER: Home: _____ Work: _____ RELATIONSHIP: _____

2. NAME: _____

ADDRESS: _____

PHONE NUMBER: Home: _____ Work: _____ RELATIONSHIP: _____

* HEALTH *

DO YOU HAVE ANY HEALTH PROBLEMS? _____

PLEASE LIST ANY ALLERGIES WHICH YOU MAY HAVE: _____

_____

FAMILY DOCTOR: _____ PHONE NUMBER: _____

HOSPITAL PREFERRED: _____

ALL INFORMATION ON THIS FORM IS CONFIDENTIAL BUT IT IS NECESSARY TO SHARE WITH INTERNSHIP SUPERVISOR FOR EMERGENCY PURPOSES.

IN THE EVENT OF AN ACCIDENT, PLEASE ALSO CONTACT: CREC OFFICE, WILSON COMMUNITY CENTER, 599 MATIANUCK AVENUE, WINDSOR, CT 688-9400 IMMEDIATELY

PARENT'S SIGNATURE: _____

A Program of the Capitol Region Education Council

NETWORK MEMBERS IN THREE JOB OPPORTUNITIES FOR YOUTH TARGET SITES

GARDNER/FITCHBURG, MASSACHUSETTS

CHAIR: Kristina E. Dower, Director
Montachusetts Employment and Training Program (METP)
103 Elm Street, Gardner, MA 01440
(617) 632-3500

MEMBERS: Chuck McArthur, Linda Hart and Anne Joyner, METP;
Linda Gates and Paul Rushia, Department of Social Services;
Tom Hall, LUK, Inc.;
Denise Bramanti, YOU, Inc.;
Jerilyn Niemela and Greg Foltz, Protestant Youth Center
Charlotte Duda and Steve Pearce, Youth Advocacy and Counseling Center;
Bill Cantwell, Department of Youth Services;
Vicky Taylor, Office for Children;
Sharon Massoth and Marty Plounick, North Central Human Services;
Mary Jo Johnson and Alice Nelson, Job Opportunities for Youth.

ROCKVILLE/HARTFORD, CONNECTICUT

CHAIR: Sidney Gardner, Director
Hartford Private Industry Council
2500 Constitution Plaza Hartford, CT 06103
(203) 522-1111

MEMBERS: Mary Ellen Powell, Hartford Private Industry Council;
Francine Vechiolla, Dolores Woodward, Art Winakor, Brenda McGavran, Jeffrey Ehrenfeld, Thomas Gillman and Ann Killam, Department of Children and Youth Services;
J.J. Driscoll Smith and Cynthia Silverman, Capitol Region Education Council;
Mary Jo Johnson and Alice Nelson, JOY

LAWRENCE/HAVERHILL, MASSACHUSETTS

CHAIR: Peter Kamberelis, Director
Lower Merrimack Valley Private Industry Council
264 Essex Street Lawrence, MA 01840
(617) 686-0900

MEMBERS: Peter Vanier, Arthur Chilingarian and Alexis Hodgman, Department of Training and Manpower Development;
George Cashman, Department of Social Services;
Julie Hardin, Department of Social Services;
Mary Jo Johnson and Alice Nelson, JOY

Joy

Job Opportunities for Youth

ADDENDUM TO THE

JOB OPPORTUNITIES FOR YOUTH

PROJECT MANUAL ENTITLED:

"SERVING ADOLESCENTS IN THE CARE OF CHILD WELFARE AGENCIES THROUGH THE EMPLOYMENT AND JOB TRAINING PARTNERSHIP SYSTEMS"

Written By:

Alice R. Nelson, Project Director

This addendum details the continuing work in each project site and further recommendations for those considering replication.

Judge Baker Guidance Center
295 Longwood Ave., Boston, MA 02115 617/232-8390

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THE NETWORKS: UPDATE

I. GARDNER/FITCHBURG, MASSACHUSETTS NETWORK

Chairperson: Kristina Dower, Director
Montachusetts Region Private Industry Council
103 Elm Street
Gardner, MA 01440
(617) 632-3500

A. The Youth

1. Follow Up on the First Cycle MACIT Crew (July - Dec. '85)

Eighty-three percent (83%) of the youth participating on the first MACIT crew were successfully terminated from the specialized six month program. This percentage far exceeds the anticipated 50% success rate projected by the network when the project began. It also is comparable to the 90% success rate the Montachusetts Region Private Industry Council, Inc, experiences in their standard youth programs.

The following chart details termination outcomes and job placements for each teenager in the Gardner/Fitchburg project.

Project Participant	Status of Termination	Job Placement Outcomes
1	+	Full time employment as Nurse's Aide in local nursing home.
2	+	Received GED; enrolled in local community college in Communication Studies. Part-time job in furniture company.
3	+	Working in food preparation & serving with local catering business.
4	+	Full-time employment with roofing company.
5	+	Employed in plastics assembly work. Will pursue carpentry/construction when health problem clears up.
6	+	Full-time work with furniture company.
7	+	Enrolled in GED classes. Soon to move out of the area.
8	+	Full-time work as a plastics molder.
9	+	Temporarily employed at electronics firm. Currently working at fast food restaurant.
10	+	Received GED. Enrolled in local community college; working part-time as Nurse's Aide.
11	-	Dropped out of program. Has applied for another PIC program.
12	-	Moved from area. Hospitalized for emotional difficulties.

12 total 10 + terminations
2 - terminations

Positive terminations are indicated with a plus mark. To obtain positive termination under JTPA, the participant must either (1) enter employment; (2) obtain a GED; (3) enter a higher level of education; or (4) transition into another JTPA program.

The network has recruited twelve youth for the second cycle (Jan '86 to June '86). Youth on this crew range in age from 16 to 18 years. Seven youth were referred from the Department of Mental Health and/or the Department of Youth Services; four from service agencies; and one from the Private Industry Council. The youth speak positively about the program. Some comments are printed below:

"Coming to work is the best part of my day. Will help me decide what I want to do for a career."

"Easy work. It's all right. Day goes by fast. It was fun working on the computer (survival skills). I like typing."

"I like the program. I feel I will gain work experience and get my GED. I liked the computer. I want to start GED classes after I get my license."

"I like the money. It is a good experience so far. I am making friends."

"I look forward to coming to work. I like the people and am making friends. I learned 'how not to spend' my money and how to open a bank account."

"I always look forward to going to work. It gives me something to do and I like being around people all day. I feel totally exhausted at night and now I can sleep. I feel good about that."

B. The Network

1. Expansion of the Network

One of the unique features of this network has been its growing size and diversity. The network continued to expand under the leadership of the employment agency. Outreach for new membership included program specialists from child welfare agencies, therapists from local mental health clinics, directors of residential schools and probation officers.

The network found that agencies were initially resistant to joining the network. Defining membership roles, streamlining time commitments and demonstrating project benefits were useful in dissipating this initial resistance to membership in the

network.

Expansion of the network served two key purposes: (1) to increase the pool of referrals for the MAC-IT crew by increasing the number of network agencies; and (2) stengthening and widening the coalition to advocate for "high-risk"youth.

2. Evolution of Network Meetings

When the network began, meetings were held once a month. The agenda included profiles of youth, definitions of agency roles and goals, support service needs, eligibility criteria, detailed program design, rules and regulations for crew members, workshop schedules and referral/recruitment of youth.

With the program established and the first employment cycle underway, network meetings tapered off to one every three months. Once the program was designed, the nature and degree of involvement by the network membership shifted. Agenda items included referral and recruitment of youth, updates on the progress of the work crew and special issues (i.e. Medicaid payment reduction for youth due to increased income, etc.).

3. New Issues in Recruitment and Referral of Youth

The Montachusetts Region Private Industry Council recruited youth for the MAC-IT project solely from network child welfare agencies. Twenty referrals were received for the first project cycle (July '85 - Dec. '85). Twelve youth were finally selected for the project. The eight remaining referrals were placed on a waiting list for the next project cycle or referred to other programs.

Recruitment for the second cycle (Jan. '86 - June '86) did not prove to be as easy as the first. In addition to referrals collected at network meetings, the employment and training staff made repeated phone calls and visits to agencies and reviewed their own applications to find appropriate youth. This became exceedingly time consuming and of concern to the employment staff. Questions were raised as to the need for the highly structured program in light of the difficulty in obtaining referrals. Eventually, sixteen applications were received for the twelve slots. The network is considering the reasons for the decline in second cycle referrals. The following causes have been identified:

a. When presenting the project to agencies for the first cycle, employment and training staff met with agency staff to present the project and distribute applications. These presentations were not done at all agencies for the second cycle, and some were done 3-4 months before the second cycle began, making it difficult for workers to link up with youth.
b. For the first cycle, project applications were collected at

the agencies with social workers and youth present. This proved to be a very efficient use of time, whereas second cycle applications were collected on an individual basis through calls and personal visits.

c. The time of year may affect the number of out-of-school youth available and seeking employment.
d. Youth in smaller agencies were serviced in the first cycle.

One approach the network has taken in response to the decreased number of referrals has been to work on expanding the network.

C. Program Design

1. The Role of Job Counselor

The position of job counselor was found to be a crucial component in the success of the youth and the program. The job counselor's task was demanding, and took on a very personal nature due to the special needs of the youth. Tasks included weekly meetings with each crew member to chart progess, goals and barriers; maintaining constant contact and open communication with agencies, exchanging information and concerns; following up with phone calls and home visits for youth who did not report to work; evaluating and monitoring individual progress; and managing recruitment. The job counselor worked 20 hours each week with the 12 member work crew.

2. Workshop Schedule

Thenetwork evaluated the number, sequence and content of the life skills workshops for the second cycle. The following changes were made in the schedule:

a. Vocational testing (TABE and COPS) was moved from the fourth month to the first month of the program. This gave the employment office opportunity for pre- and post- tests.
b. The ropes course, intended to enhance group dynamics and trust was moved from the program's first month to the fifth month. This allowed the group to get to know each other and establish relationships before confronting challenging situations together.
c. The nutrition and health workshop was eliminated.
d. Vocational skills, job search and labor market orientation workshops were expanded.

Workshops were a vital component of the program. They were beneficial in preparing and directing the personal goals and expectations of the adolescents over the six month period. A complete workshop schedule is attached.

3. Addition of a Competency Based Curriculum

The Massachusetts Office of Training and Employment Policy is

encouraging service delivery areas to establish competency based programs. As a result, the Montachusetts Region Private Industry Council has developed a competency based system which will be used for the crew. Key elements of the system are work maturity skills training and pre-employment skills training.

4. Use of Title IIA Support Service Funds

For youth who need transportation, the employment and training office has made available payments of up to $200 for driver's education. This payment has proven useful as a motivational incentive for the youth in the crew.

PROGRAM SCHEDULE FOR PROJECT WORK CREW 2
(January, 1986 - June, 1986)

MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6
January 1-3	February 3-7 (2/6) 9:30 - 10:30 Comp. survival skills: health & nutrition	March 3-7 Drug & Alcohol Abuse Workshop by Steve Pearce (YACC)	April 7-11 Vocational exploration visit to hi-tech company.	May 5-9 Fitchburg State College: Confidence Course	June 2-6 Sexuality & Family Planning by Jo Ferrell (MOC)
January 6-10 (1/6) Orientation (1/7) Work begins. Purchase work boots.	February 10-14 (2/13) 9:30 - 10:30 Consumer Skills	March 10-14 (3/11) 9:30 - 11:00 Stress Management Workshop by Greg Foltz (PYC)	April 14-18 Vocational exploration visit to hospital.	May 12-16 Visit to Boston Aquarium.	June 9-13
January 13-17	February 17-21 (2/20) 9:30 - 10:30 Personal Finance	March 17-21 Visit to Lowell Industrial Park/ Museum.	April 21-25 Vocational exploration visit to manufacturing company.	May 19-23 Housing Workshop by Donna Thibeault (RHI)	June 16-20 Brush up on interviewing techniques and job retention. Brief meeting with job developer.
January 20-24 (1/22) Testing TABE (measures high school educ. level). CAPS & COPS (interests and abilities).	February 24-28 (2/26) 9:00 - 12:00 Career Pathing Plan/Career Information Report/ Career opportunities in area.	March 24-28 Prepare job application and resume.	April 28-May 2 Job developers meet with youth to determine current job interests.	May 26-30	June 23-27 Concluding ceremony: Luncheon and Awards
January 27-30 (1/29) Budgeting & Banking Workshop by Sue Kahlbaugh (LUK)		March 31-April 4 Interviewing Workshop (mock interview for each youth).	Will fit in Motivational Workshop.	March - June Workshops still to be set up.	

NOTE: Most workshops will be conducted on a Tuesday, Wednesday or Thursday in the week noted.

II. HARTFORD/ROCKVILLE, CONNECTICUT NETWORK

A. The Youth

1. Follow Up on the Youth

Eleven teenagers obtained employment through the Rockville network. Four youth used the Targeted Jobs Tax Credit (TJTC) successfully. Seven youth were placed in summer jobs through the Capitol Region Education Council. Eighty percent (80%) of the youth placed terminated successfully in Spetember of 1985. All eleven of the youth returned to school when the summer program ended. Four of the seven JTPA placed youth obtained part-time employment after school.

The following chart details the employment status for the eleven participating youth:

Project Participant	Status of Termination	Job Placement Outcomes
1 (TJTC)	+	First real employment at restaurant. Continuing work after school. Second job on weekends at dry cleaning business. In school
2 (TJTC)	+	Continues full-time employment with cabinet manufacturer. Out of school.
3 (TJTC)	+	First real employment. In school.
4 (TJTC)	+	Continuing part-time employment at supermarket (30 hrs/wk). In school.
5	+	First real employment. Presently works at fast food restaurant. In school.
6	-	Quit summer job. In school. Returned home to parents, not JTPA eligible. Has had # of jobs on a short-term basis.
7	-	Quit JTPA to work on tobacco farm for more money. In school.
8	-	Multiple deaths in family, change in placement caused poor performance. Placed in new foster home and is currently doing well. In school.
9	+	No continuing work. In school.
10	+	Employed at town garage; loved work. Works at restaurant 30 hrs/wk. In school.
11	+	First employment experience. Worked in hospital and town recreation. Left area in fall. In school.

The participating child welfare agency (DCYS) has not referred any additional youth to the JTPA programs. In investigating this, the network has reached the following conclusions: (1) in school youth receive job preparation classes within the school. Schools are helping youth find part-time job placements, and

youth can receive academic credit for after-school and summer work. There are few JTPA programs for in-school youth during the school year. (2) (a) Out-of-school youth often must support themselves financially. JTPA programs do not pay competitive wages and are therefore not desirable or feasible alternatives for this group. (b) These out-of-school youth are generally not attracted to programs cintaining an educational tutorial oiece unless they receive payment for that time. (c) Matching youth up to available JTPA programs depends on a number of variable factors. These factors include transportation availability, geographic eligibility, timing of program cycles and motivation for the youth. (d) One of the barriers to success for this population is a short-sightedness regarding the future. They often do not sacrifice to invest in future security, such as stable vocational training.

B. The Network

1. Replication of Pilot Project in Urban Hartford

The JOY model proved so successful in Rockville that the Private Industry Council is replicating the initiative in Hartford. The model is being coordinated by the Office of Youth Services and will include two adolescent specialists in Hartford and several community based employment organizations. The new network anticipates placing 30 adolescents in employment in 1986.

2. Adolescent Specialist for Female Clients

A new adolescent specialist for female clients will be included in the established network referral process. This will expand the linkage to include referrals of all eligible adolescents for JTPA employment programs.

3. Continuation of Network

The JOY Project established formal linakges between the child welfare and employment agencies in Rockville. Once the project was defined and implemented, contact persons were identified, and patterns of referral and information exchange were set up, the network ceased to meet formally. Informal communications are ongoing between the agencies.

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III. LAWRENCE/HAVERHILL, MASSACHUSETTS NETWORK

A. The Youth

1. Follow Up on Project Youth

A total of 37 "high-risk" youth were placed in jobs through the collaborative network (33 in sumer jobs, 4 in out-of-school programs). Seventy-three percent (73%) experienced positive terminations. The ten negative terminations include youth who were fired, quit or did not report to work.

Even though this percentage is below national JTPA standards (85%), the network sees these outcomes as extremely positive for the following reasons:

a. This population is generally unprepared for employment, carries "extra baggage" and therefore is much harder to serve (see manual chapter 1 & 2).
b. The network did not establish a special program for these youth, but rather focused its attention on alternative metods of referral and support while using existing programs.

It was noted that for youth who were successful, the experience had positive ramifications in other areas of their life. This included enhanced family relations, returns to school and increased self-esteem. However, youth who had negative experiences in the referral process or in their jobs often exhibited additional negative behaviors, such as resistance to authority, anger, theft from the work site, increased acting out at home, lowered self-esteem and chronic running. These behaviors do not necessarily correlate with their employment experience, but the negative experience certainly constitutes added "baggage".

2. Youth Not Placed in Jobs

Fifty-three youth applied for jobs through the network. As stated, 37 were placed in jobs, leaving 15 youth, or 40% of the applicants, unplaced. The following observations have been made regarding this 40%:

a. Fourty percent of the group got their own job after filling out JTPA applications. The network wonders if the support of social workers for the project and the intense "job push" the project incited was instrumental in motivating these six teenagers to get their own jobs.
b. Twenty percent of the group moved out of the area or ran away between application time and job placement.
c. Thirteen percent of the cases were closed by the child welfare agency between application and job placement. The youth did not follow through as a result.
d. Twenty seven percent withdrew during the process. The network has identified the following possible reasons for withdrawal:

emotional instability, length of time between application and job placement (approximately two months), and resistance to the bureaucratic process.

B. The Network

1. Luncheon Between Social Workers and JTPA Staff

The network sponsored a luncheon for network agency staff. The luncheon was beneficial in promoting interaction and greater understanding between agencies. The Department of Training and Manpower Development is considering continuing this initiative on a yearly basis.

2. Network Meetings

The network has ceased to meet on a formal basis. Network members continue to communicate on a informal basis. The referral system established through the project is ongoing.

C. The Project

1. Ongoing Presentations by DTMD for Child Welfare Workers

As a result of the project, the Department of Training and Manpower Development will continue making presentations for social workers at the Department of Social Services staff meetings. These presentations will include program listings, eligibility requirements and application procedures.

2. Applications for Youth

The employment and training office will send each area office new program listings, applications and form letters.

3. Contact Persons Established

The network has established contact persons in the employment and training office to handle referrals from the Department of Social Services. Social workers and youth have direct access to these contact persons.

4. Computer Code

All referrals through the network will be tagged with a newly established computer code for tracking purposes.

5. Employment Coordinator

The network is seeking funding for a staff position of employment coordinator to act as liaison between the two offices, help with application and track youth enrolled in programs.

6. Out of School Youth

The Department of Training and Manpower Development began active outreach at child welfare agencies to recruit out-of-school youth for their new programs.

7. Notification of Youth's Status at DTMD

The Department of Training and Manpower Development will establish check points in its system. At these check points, the status of the youth will be assessed, and notification will be sent to the social worker. This system will enhance interaction and keep the social worker abreast of developments.

OBSERVATIONS AND RECOMMENDATIONS

I. Automatic Eligibility for JTPA

The policy changes instituted by OTEP in Massacuhsetts (outlined in Chapter 8 of the JOY manual) have proved invaluable in streamlining the system. Connecticut has been unable, to date, to establish such an eligibility process, resulting in a number of youth being unable to benefit from the program. Those who are eligible suffer from an excess of paperwork for both the youth and the social worker.

JOY strongly recommends that the State Job Training Coordinating Council (SJTCC) in each state review and address this issue. JOY also recommends that those interested in project replication lobby their SJTCC for adoption of an automatic eligibility policy for child welfare youth.

II. Role of Youth Coordinator/Liaison

The role of youth coordinator or liaison was extremely beneficial in this project. The youth coordinator was able to keep communications open between agencies outside the network meetings, maintain records and foolow up on the youth, act as a contact person, and had knowledge of both sides (employment and training as well as youth needs). Considering that 40% of the JTPA funds are spent on youth programs, and the employment needs of youth differ from the employment needs of adults, a youth coordinating position provides focus and ensures quality services directed toward youth.

In sites without a youth coordinator position in palce, either through JTPA or through child welfare, continuity of services on an ongoing basis was not possible and incidents of "getting lost in the bureaucracy" were greatly increased.

III. Network Meetings and Expansion

The JOY networks model requires frequent formal meetings in the initial stages of implementation. As program models were developed in each site, it was found that the network meetings became less frequent without compromising the program.

The networks most effectively began with a core group of professionals in positions of leadership. Once needs were assessed and the program implemented, expansion of this core group was an important factor in maintaining momentum and increasing the outreach potential of the project.

IV. Agency Handbook

A key task for private industry councils and service delivery areas, particularly those areas where JTPA funds are distributed to community based organizations (CBO's), is to design an agency handbook listing funded programs with contact persons, towns served, eligibility, and programmatic details. The network can facilitate compilation of such a handbook to be used by social workers in referring clients. This alleviates the confusion and time consumed by child welfare professionals in accessing programs.

NETWORK MEMBERS IN THREE JOB OPPORTUNITIES FOR YOUTH TARGET SITES

GARDNER/FITCHBURG, MASSACHUSETTS

CHAIR: Kristina E. Dower, Director
Montachusetts Employment and Training Program (METP)
103 Elm Street, Gardner, MA 01440
(617) 632-3500

MEMBERS: Chuck McArthur, Linda Hart and Anne Joyner, METP;
Linda Gates and Paul Rushia, Department of Social Services;
Tom Hall, LUK, Inc.;
Denise Bramanti, YOU, Inc.;
Jerilyn Niemela and Greg Foltz, Protestant Youth Center
Charlotte Duda and Steve Pearce, Youth Advocacy and Counseling Center;
Bill Cantwell, Department of Youth Services;
Vicky Taylor, Office for Children;
Sharon Massoth and Marty Plounick, North Central Human Services;
Mary Jo Johnson and Alice Nelson, Job Opportunities for Youth.

ROCKVILLE/HARTFORD, CONNECTICUT

CHAIR: Sidney Gardner, Director
Hartford Private Industry Council
2500 Constitution Plaza Hartford, CT 06103
(203) 522-1111

MEMBERS: Mary Ellen Powell, Hartford Private Industry Council;
Francine Vechiolla, Dolores Woodward, Art Winakor, Brenda McGavran, Jeffrey Ehrenfeld, Thomas Gillman and Ann Killam, Department of Children and Youth Services;
J.J. Driscoll Smith and Cynthia Silverman, Capitol Region Education Council;
Mary Jo Johnson and Alice Nelson, JOY

LAWRENCE/HAVERHILL, MASSACHUSETTS

CHAIR: Peter Kamberelis, Director
Lower Merrimack Valley Private Industry Council
264 Essex Street Lawrence, MA 01840
(617) 686-0900

MEMBERS: Peter Vanier, Arthur Chilingarian and Alexis Hodgman, Department of Training and Manpower Development;
George Cashman, Department of Social Services;
Julie Hardin, Department of Social Services;
Mary Jo Johnson and Alice Nelson, JOY